

LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 - 2014

*Final
Revised
Approved
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LOCAL WORKFORCE INVESTMENT BOARD
Local Plan

January 1, 2014 - June 30, 2015

Local Plan Instructions

For Kentucky's

LOCAL WORKFORCE INVESTMENT SYSTEM

Program Years 2013 - 2014

-Submitted by-
Workforce Investment Board

LOCAL AREA: Northern Kentucky Workforce Investment Area
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Instructions

In accordance with the Workforce Investment Act (WIA), this document provides directions to Kentucky's Local Workforce Investment Boards (LWIBs) for preparing the Local Plan update. The Local Plan covers the time period of January 1, 2014 through June 30, 2015. LWIBs are required to submit plans to the Kentucky Department of Workforce Investment's Office of Employment and Training (OET) in order to receive funding under WIA.

The Local Plan update guidance is composed of three sections:

- **Section A: "Integration and Strategies."** This section should illustrate the LWIB's engagement in regional economic development strategies, as well as how the LWIB conducts business beyond the narrow focus of WIA programs.
- **Section B: "Program Operations."** This section collects information required by law in order for LWIBs to receive their base funding.
- **Section C: "System Operations and Attachments."** This section includes information needed to ensure that the local workforce systems meets certain legal requirements as well as complies with agreements between OET and the LWIBs. This section also asks for information needed to respond to requests from legislative leaders, local leaders, Education and Workforce Development Cabinet's executive leadership, and other interested parties.

2013 - 2014 Local Plan Update Requirements

- **Local Plan Update Due Date: December 1, 2013**
- **Deliverables:**
 - Electronically submitted, via e-mail, Local Plan Update Sections A, B, and C, including all attachments (A,B,C,D,E) to Pat Dudgeon at PatriciaO.Dudgeon@ky.gov and;
 - Mail one (1) hard copy of the signature page with original signatures to:

Pat Dudgeon
Office of Employment and Training
Division of Workforce & Employment Services
275 East Main Street, 2WA
Frankfort, Kentucky 40621

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Planning Timetable Estimates

July 12, 2013	Issuance of Local Plan Guidelines
November 1, 2013	Last date to begin the Public Comment Period. Beginning of the OET review, comment and clarification period
November 30, 2013	End of the 30 Day Public Comment Period
December 1, 2013	Local Plans are due to OET along with submittal of the original signature page. Final Review and Approval of Local Plan Updates by OET begins
January 1, 2014	Beginning of Local Plan Period

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Section A: Integration and Strategies

One of the state's strategies is to invest in LWIBs who perform at a strategic level and who are leading or participating in innovative approaches to a wide range of regional challenges and opportunities. This section will be used to describe the LWIB's engagement in regional development strategies, as well as how the LWIB conducts business beyond the narrow focus of employment programs. OET will use this information for guidance in allocating special, discretionary and incentive grants (if funding is available).

1. How does the WIB identify and analyze regional economies?

The NKWIB uses a variety of data sources to study and understand local regional economies. This includes the Bureau of Labor Statistics, Census reports, Workforce Kentucky site, Uof L Data Center, NKU, Southwest Ohio Market Outlook from the PNC Economics Group, Government Accounting Office, local employer surveys, local newspapers, etc

Because of its membership in the Employers First Regional Workforce Network (EFRWN), the NKIB has used the valuable documents created as a critical part of the Regional Innovation Grant (RIG) experience shared with the WBs in southwest Ohio and southeast Indiana. These included Stakeholder Interview Report, Skill Shortages in a Time of High Unemployment, and Employer forum (Responses to Audience Polling), Regional Asset Map, Economic Drivers,

These data and information resources provide the foundation for identifying key industries and demand occupations within our economy.

2. How is this information used to identify the key industries and demand occupations within this economy?

These data and information resources provide the foundation for identifying key industries and demand occupations within our economy. A detailed description of our regional industry sectors is included in Section B, Item #2.

3. How is this information incorporated into your service delivery strategies?

The NKWIB has woven this information into its Business Services Team (BST) model. It is described below.

Through its ongoing strategic planning process, the Northern Kentucky Workforce

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Investment Board (NKWIB) had continued to redefine its goals and objectives related to meeting the needs of employers in the area as follows:

- 2008: Identified **Employers as the primary customers** of the NKWIB efforts and Career Center.
- 2009: Focused on an **industry sector strategy** by using WIA Training funds only in those programs that prepared clients for jobs in key industries critical to the economic well-being of the area. Those industries were Advanced Manufacturing, Health, Information Technology, Logistics/Distribution and Services.
- 2010: Key industry sectors were expanded to **include Energy**, and the NKWIB re-designed the Career Center's career counseling structure so that **staff was organized/assigned to each key sector**. The expectation was that the staff would become experts in those sectors so that when advising a client on a career pathway, they could speak in depth about employment requirements and opportunities.
- 2011: Established the **Business Services Team**. Under this model the work of the career counselors is being expanded to include the provision of services to employers by the sectors for which they are "experts".
- 2013: Re-established its support of the **Business Services Team** with particular focus on **data analysis from employer feedback**.

The Business Services Team Program, consists of two primary **service delivery methods**:

1. **Employer Relations** where services are provided when an employer is hiring and/or expanding. This would include:
 - -Enter and update job orders(for open positions) in e3 and/or EKOS database
 - -Pre-screen potential candidates/applicants to ensure quality referrals
 - -Organize hiring events, job fairs and/or open interviews for employers utilizing Career Center and community partners
 - -Provide on-site employer training sessions on e3, NCRC and other available resources
 - -Coordinate Employer "Blitz" events in region with a focus on rural counties
 - -Participate in local industry-related activities and network with local employers
 - -Perform job matching activities based on employer needs and job seeker

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qualifications

2. **Rapid Response** where services are provided when an employer is experiencing a significant layoff or closure. This would include:
 - -Provide Layoff / Plant Closure Support Services to improve company morale while providing job transition and re-employment resources to individuals
 - - Coordinate onsite Rapid Response Information sessions with all affected employees
 - - Develop and maintain internal and external partnerships to ensure seamless and comprehensive services
 - -Provide information on local resources to help employees, employers and communities cope with economic shock
 - -Assist with Layoff Aversion: connect employers to preventative resources such as early warning indicators, layoff forecasting, incumbent worker training, pre-feasibility studies and on-the-job training

The Business Services program consists of the following **primary responsibilities**:

- A. Research and identify sector and employer trends and needs to prepare the workforce for career opportunities
 1. Utilize on-line, local, regional and state resources to track trends, understand local employment climate, industry sectors and employer needs in order to quickly respond as appropriate. (i.e., Focus/Talent, Focus/Career, , State WIB, Tri-Ed, GCWIN, Chamber of Commerce, and other applicable resources).
 2. Develop industry-specific expertise according to assigned industry sector in order to better assist individuals attain their occupational goals and employers secure successful employees through the Career Center system.
 3. Identify training to meet employer needs.
 4. Match trained individuals (skills) to employers (needs).
 5. Be knowledgeable of different incentives in order to inform employers of potential benefits to hiring individuals.
 6. Match employers to needed non- ITA training (Gateway WINS, Bluegrass State Skills Corporation).
- B. Communicate services to employers, employees and community organizations
 1. Develop and maintain relationships with key employers in each of the targeted sectors, including making cold contacts and participating in networking opportunities (Chamber, SHRM, HR 100, Job Search Focus groups).

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2. Promote WIB and Career Center activities within the broader community through marketing, public relations, public speaking, and information sharing as appropriate.
3. Assist employers in using web interfaces (E3) efficiently and effectively.
4. Conduct customer satisfaction surveys for end users of any WIB related services.

C. Collaborate with Career Center partners and external resources to develop programs and services that meet employer's needs. (refer to service/org chart)

1. Actively participate in Career Center Staff Development Committee and Career Center Management; Rapid Response.
2. Conduct regional job fairs and business expos in coordination with business
3. Conduct Career Connections orientations and workshops.
4. Develop relationships with training institutions to ensure knowledgeable case management of trainees referred to the institution.

D. Assure compliance with all governing bodies and adherence to sound fiscal and human resources practices.

See Business Services Team Roster which is Attachment E of this plan.

4. In a separate attachment, based on your most recent analysis of regional economies, provide a list of the key industry sectors in your regional economy.

A detailed description of our regional industry sectors is included in Section B, Item #2.

5. At the direction of Governor Beshear, the Kentucky Workforce Investment Board established a strategic vision and goals for the transformation of the Commonwealth's workforce system. ([*WorkSmart Kentucky Strategic Plan*](#)) Key to the realization of that vision is the state board's assertion that local workforce boards must be innovative, responsive and able to make substantial positive impacts on the communities they serve.

Please describe the role of your board in implementing transformational change to the Kentucky workforce system for each of the statewide strategic areas of focus listed below. ONLY SUBMIT DESCRIPTIONS FOR INITIATIVES YOUR BOARD HAS BEGUN, IS CONTINUING OR IS PLANNING TO IMPLEMENT.

For each initiative, please indicate:

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1. If the initiative is a local innovation or part of a statewide initiative (examples provided for each focus area).
2. The initiative's mission and strategic goals (if local) or any local adaptation for statewide initiatives.
3. A timeframe for implementation, including major milestones and evaluation.
4. Identify key partners/players/stakeholders, including the role of the WIB
5. Provide the current status of the initiative.

(Space is provided for one initiative in each focus area. To add additional initiatives, copy and paste the formatted narrative layout under the appropriate Focus Area. If initiatives are not currently being planned in any of the focus areas, leave blank.)

STATEWIDE STRATEGIC AREAS OF FOCUS

I. System Transformation

Related statewide initiatives: [Sector Strategies](#), Branding & Identity, [One-Stop Certification](#), User-Friendly On-Line Services, National Career Readiness Certificate, Eligible Training Provider List Enhancements

System Transformation Initiative (1)

Title: Sector Strategies – A strategic planning process of the WIB (described in Section A, #3) identified six sector strategies which are considered high demand occupations in the region; Health, Energy, IT, Transportation/Logistics, Services and Advanced Manufacturing. Yearly feedback from the Business Service Team will provide information relating to the continued strength of each sector. The purpose of pinpointing high demand sectors is to train clients in areas that will ensure job placement, self-sufficient wages and economic expansion due to a well trained workforce. The WIB is prepared to alter these sectors if the economic climate shifts.

NCRC – The NCRC is offered to all youth enrolled in the WIA youth program. The NCRC builds skills so youth can enter the workforce knowing the basic skills needed to attain self-sufficient employment. The NCRC serves a dual purpose, it also assures the business community that youth are prepared for work and gives them a starting platform to increase those skills through staff development. Many manufacturing companies in our area require this certificate when clients apply.

Branding & Identity – Under direction of the NKWIB and Career Center Director, Northern Kentucky has aligned with the State's initiative to rebrand the public workforce system. This has been demonstrated through local Partner for Success sessions, and roll-out of the new name, logo, color schemes, tag lines, etc.

ETPL – The NKWIA will be working under direction of OET to enhance the ETPL process. As part of that effort a staff person has recently been hired who will have this as a major part of their responsibilities. In addition, the WIB has taken action to require all training providers to train only in occupations included in the approved

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industry sectors with averages wage not to be less than \$10/hour.

☐ Initiative is a local innovation ☐ Part of a statewide initiative

Initiative's mission and strategic goals:

See above

Implementation timeframe:

July 2012- June 2014

Partners/players/stakeholders and role of WIB:

All Career Center partners, local WIB, community partners (Chamber, Econ Develop, KCTCS, etc.)

Current status of initiative:

Active and ongoing- fully on target for completion prior to end date of timeframe

II. Education Alignment

Related statewide initiatives: Tech-High, Accelerating Opportunity (aka Skill Up or I-Best), Apprenticeships, High School Outreach

Education Alignment Initiative (1)

Title: 1. Accelerating Opportunities
 2. High School Outreach

☐ Initiative is a local innovation ☐ Part of a statewide initiative

Initiative's mission and strategic goals:

1. Accelerating Opportunity seeks to change the way education is delivered to adult learners by putting adult students on track to earn a postsecondary credential so they can seize the opportunity to earn family sustaining wages and break the intergenerational cycle of poverty. The AO program and its partners are focused on integrating an increase in basic skills with professional technical certification to accelerate learning and move low skilled clients into higher wage positions more quickly by increasing communication, increasing awareness, introducing life-long learning and contextualizing curriculum.
2. The NKWIB High School Outreach efforts seek to educate students and

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educators from local high schools, middle schools, area technology centers, post secondary educational institutions and other community members who work with youth about the many services and options available to the students/drop outs through the NKWIA Youth Program and Career Centers upon graduation from high school.

Implementation timeframe:

1. Implementation of the AO program began in January 2012 with an Auto Tech. program. AO currently offers students certifications in Auto Technology, Early Childhood Education, Computerized Manufacturing & Machining, Industrial Maintenance Technology, or Electrical Technology and Energy Technologies. In an effort to close the gap between unskilled workers and the skilled labor force that is in demand, WIA's youth program is working closely with Gateway's AO program to assist students to enter an internship or obtain employment upon completion of their program. WIA eligible youth may receive financial assistance, career assessment and case management while attending school and after.
2. The High School Outreach program was implemented area wide approximately 4 years ago and expands each year to reach more youth. The program attempts to reach each high school, many middle schools, all area technology centers and other community organizations that work with youth. NKWIA staff visit locations, provide brochures and present to students and staff on varied topics workforce and education related topics. NKWIA staff have worked with 18 School Districts in the 8 county area.

Partners/players/stakeholders and role of WIB:

1. KCTCS, KYAE, OET, NK Education Council and the NKWIB are partnering to ensure AO succeeds in assisting low skilled students to gain the skills necessary to obtain family sustaining wages.
2. NKWIB, NKY Education Council, High School staff, ATC staff, middle school staff, post secondary educational institution staff and Career Centers are the partners in the Outreach Program. One of the goals of the NKWIB is to "Ensure youth are prepared for the world of work". By educating youth and community members that interact with youth, the NKWIB hopes to reach all students of 'working age' and those soon to be of 'working age'.

Current status of initiative:

1. A new program director has been hired to continue Accelerating Opportunities. Gateway Community and Technical College and NKWIA staff will continue to partner on this initiative. NKWIA staff will attempt to enroll eligible students into WIA. On-going informational meetings and staff training will be available throughout the year for youth, adult and DW staff.
2. NKWIA staff visited in excess of 25 local educational institutions in the past year and will continue to visit these institutions in 2014 while distributing

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additional information to local partners, Community Action offices, Dept of Community Based Services offices and Dept of Juvenile Justice offices.

III. Economic Development Alignment

Related statewide initiatives: Entrepreneurship, Work Ready Communities, Business Services Redesign-Unified Business Services)

Economic Development Initiative (1)

Title: **1. Entrepreneurship**
 2. Business Services Team (BST)

☐ **Initiative is a local innovation** ☐ **Part of a statewide initiative**

Initiative's mission and strategic goals:

1. The Program/Youth Committee of the NKWIB along with WIA Staff developed an entrepreneurship program called "Ignition" to teach WIA youth participants the fundamentals of creating and developing a business. The program ran for 12 weeks and allowed students to develop a product idea. Participants worked in teams to research and develop a business. Lessons involving 21st century skills, creating a business plan, and customer service were also incorporated into the program. The goal of the program was to allow students to experience the creative and business process of becoming an entrepreneur while also developing soft skills through a summer work experience.
2. The details of the BST model are provided in Section A, Item #3.

Implementation timeframe:

1. The program began in June 2013 and ran through August 2013. A similar timeframe is being developed for the summer of 2014. The program will be an 8-12 week program that incorporates guest speakers, performance skills and customer service development.

Partners/players/stakeholders and role of WIB:

1. NKWIB, Covington Housing Authority, local area high schools, and local business leaders are partners in the entrepreneurship program. One of the goals of the entrepreneurship program is to teach kids to "think big" and to make the idea of creating and owning a business more achievable.

Current status of initiative:

1. The pilot of the entrepreneurship program took place at Holmes High School during the summer of 2013. Students worked in an internship experience four days a week while participating as a team to develop a business the last day of each week. Staff and NKWIB members are assessing the success of the pilot

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and may plan to continue the program in the summer of 2014.

IV. System Simplification

Related statewide initiatives: Alphabet Soup, Partner for Success, Case Management, [High Impact Workforce Investment Boards](#)

System Simplification Initiative (1)

**Title: First designation as High Impact WIB (HIW)
Partner for Success Activities**

☐ Initiative is a local innovation ☐ Part of a statewide initiative

Initiative's mission and strategic goals:

The High Impact WIB initiative, launched by the Kentucky Workforce Investment Board encourages local boards to strive for excellence, and be an innovative leader in workforce development in the community. This designation shows that the NKWIB is going above and beyond the requirements of the federal government to improve the efficiency and effectiveness necessary to elevate the workforce and businesses in our community.

2. The mission of Partner for Success is to enhance career center service integration, improve staff knowledge of partner services, and improve inter-department communication. This mission promotes excellence in customer service for our job seekers and business customers. Our local region will host a minimum of one annual Partner for Success event for all career center staff from each location. Additionally, the career center's Staff Development Committee will provide other opportunities supporting the Partner for Success mission by offering training in the following topics: Program Lunch and Learn sessions, workplace safety, social media, stress management, effective communication, and more.

Implementation timeframe:

The NKWIB was the first local WIB in Kentucky to receive designation as a High Impact WIB in August of 2013.

2. Partner for Success: September 2012 and June 2013

Partners/players/stakeholders and role of WIB:

To receive this designation, the NKWIB submitted a detailed application that included a self-assessment, minutes of WIB and committee meetings, fiscal spreadsheets, key metrics reports, documentation of strategic plan activity, and

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rosters of WIB members and community leaders that participated in the process. This included representatives from employers, Chamber of Commerce, United Way Tri-Ed, and other community organizations. The application underwent a 2-day review by a team of workforce development and economic development experts from throughout the Commonwealth, and met standards that measured the three areas of strategic planning, developing and managing resources and managing the work of the board.

2. Partner for Success- Career Center Management and Operators' Teams; Career Center Staff Development Committee; WIB provides support to career center leadership.

Current status of initiative:

The NKWIB was the first local WIB in Kentucky to receive designation as a High Impact WIB in August Of 2013. The high impact designation proves that the Northern Kentucky Workforce Investment Board

- Practices strategic thinking and doing,
- Demonstrates innovation in its approach to building the workforce for local employers, and
- Provides efficient and effective operations for the individuals served through its Career Center system.

2. Partner for Success- since September 2012, we have held two region-wide events for all career center staff and partners. The most recent event featured Mary Ann Lawrence, President and CEO of The Center for Workforce Learning. The event also included an awards ceremony for career center staff. Partners for Success will continue to be an active initiative to include an annual Partner for Success event for all career center staff. Next event slated for Spring of 2014.

V. Customer Service

Related statewide initiative: Workforce Academy

Customer Service Initiative (1)

Title: Workforce Academy I and II

☐ Initiative is a local innovation ☐ Part of a statewide initiative

Initiative's mission and strategic goals:

Workforce Academy equips career center staff with current knowledge and information on workforce development, with a primary focus on meeting the ongoing/changing needs of job seekers and business customers. These goals are

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accomplished through the assembly of career center staff, attendance/participation at training sessions, engagement of coworkers, and supervisory accountability.

Implementation timeframe:

Fall 2013- December 2014

Partners/players/stakeholders and role of WIB:

All career center staff. NKY WIB will provide oversight and support as needed.

Current status of initiative:

All career center staff attended and participated in the Workforce Academy I training sessions during 2012-13. This academy promoted service integration and staff development. Staff will participate in Workforce Academy II events in the coming months.

Oversight/Monitoring Process – Describe the local board strategy to ensure continuous improvement to move the local system toward the Commonwealth’s vision and achieve the goals identified in the [*WorkSmart Kentucky Strategic Plan*](#).

The NKWIB has established the following matrix to assign responsibilities for moving the local system toward the Commonwealth’s vision and achieve the goals identified in the [*WorkSmart Kentucky Strategic Plan*](#).

Career Center Certification:

- Business Services Committee of the WIB will set priorities
- The Management Team of the Career Center will allocate assignments
- The Career Center Customer Service Committee, Career Center Business Services Team Leads, the LMI Committee and the Management Team will implement relevant assignments

Sector Strategies:

- This will require the ongoing data analysis process implemented through the NKWIB strategic planning process.
- The Business Services Committee of the WIB, Career Center Business Services Team Leads, LMI Committee have responsibility for carrying out the tasks involved.

Business Services Redesign:

- This involves continued quality improvement of the Business Services Team model, with the ultimate goal of creating industry partnerships for each of the identified sectors.

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- The Business Services Committee of the WIB, Business Services Team Leads, LMI Committee, Management Team of the Career Center and the Career Center Outreach and Marketing Committee have responsibility for overseeing and carrying out the tasks involved.

Eligible Training Provides List:

- The Program/Youth Committee of the WIB will set priorities.
- NKADD staff will carry out the necessary tasks.

Branding/Identity:

- Activities include raising awareness locally and regionally of the Career Center system and connecting to the WIB Marketing Plan.
- The Marketing Committee of the WIB, Management Team of the Career Center, and the Career Center Outreach and Marketing Committee will have chief responsibility for overseeing and carrying out the tasks involved.

NCRC:

- Activities include promotion of this through the Career Center and school contacts
- The Management Team of the Career Center will have chief responsibility for overseeing and carrying out the tasks involved.

Accelerating Opportunities:

- Activities will include aligning with WIA Youth services where applicable and promotion through the Career Center.
- WIA Youth Career Counselors and the Management Team of the Career Center will have chief responsibility for overseeing and carrying out the tasks involved.

Work Ready Communities:

- Activities will include convening community leadership from Economic Development, Education, Workforce Development, Leading Elected Officials and other stakeholders.
- The Northern Kentucky Chamber of Commerce, Northern Kentucky Education Council and the WIB will have chief responsibility.

High Impact WIB:

- The NKWIB was the first in the state to receive designation as a High Impact WIB.

Workforce Academy:

- Activities have included maintaining ongoing, regular schedule of professional development experiences and providing orientation to new staff.
- The Career Center Staff Development Committee has chief responsibility for overseeing and carrying out the tasks involved.

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Section B: Program Operations

This section collects information required by “WIA Law, Section 118: Local Plan” in order for LWIBs to receive their base funding.

1. Keeping the changing economy in mind, describe the workforce investment needs of your local area:

a) Businesses

Through its strategic planning process, the NKWIB has taken many steps toward ensuring that the Career Center System meets the needs of regional business. The NKWIB has a standing Business Services Committee. The charge of this committee is

- To oversee performance of the Career Center system in terms of business services and regional initiatives.
- To build partnerships with community organizations, such as Vision 2015, Tri-ED, and the Northern Kentucky Chamber.
- Gather data and report back to the WIB and its relevant standing committees on Career Center performance data.
- Periodically, oversee and administer labor market survey processes to determine customer satisfaction.

In addition, the NKWIB bylaws require that both the WIB as a whole must have a majority of private sector members present in order to have a quorum. This will help ensure that all business conducted on behalf of the NKWIB will have the approval of private sector members.

Through its strategic plan, the NKWIB identified the employer as the primary customer of our Career Center system. In an effort to realize this goal in the everyday services of the Career Center, they established a Business Services Program to meet the needs of employers.

The Business Services Team program consists of two primary service delivery methods.

Rapid Response services are provided when an employer is experiencing a significant layoff or closure.

Employer Relations services are provided when an employer is hiring and/or expanding. In delivering these services, the BST is responsible for the following activities:

- A. Research and identify sector and employer trends and needs to prepare the workforce for career opportunities

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- B. Communicate services to employers, employees and community organizations
- C. Collaborate with Career Center partners and external resources to develop programs and services that meet employer's needs.
- D. Assure compliance with all governing bodies and adherence to sound fiscal and human resources practices.

An available skilled workforce has been identified as the key to the NKWIA's economic development. If the economic situation is good, the NKWIA will be able to attract new business, support expansions, and increase entrepreneurial ventures. Every citizen benefits in a healthy growing economy

b) Job seekers

Meeting the workforce investment needs of job seekers in the NKWIA is an ongoing challenge in this economy. The Career Center strives to provide 1) information to make informed decisions, and 2) access to skills through quality training/education as needed.

Job seekers need to be able to easily access information to make an informed decision about his/her employment options. The information must include a valid assessment of the job seekers' skills and interests, and the local demand, characteristics and requirements for specific jobs that match the job seeker's present skills and interests. Since many job seekers need additional skills and education, the job seeker must have information about occupations that have a high local demand, so they can make informed decisions about investing their time and dollars into acquiring that training. Job seekers should have access to all the information needed to make an informed decision that leads to a high demand career with growth potential.

While many of the job seeker customers need additional training, funds are not always available to provide that. For that reason, many job seekers need services to help them market themselves with their current skills. For that reason, counseling and resume assistance are crucial to assist these clients. The job seeker must be able to access information about current available job openings. The workforce investment needs of job seekers vary tremendously and customer choice should drive the level of service that is accessed.

If training is an option for the job seeker, s/he must be able to conveniently access information about training providers that is comparable, accurate and current. The job seeker should be able to access this information easily in one place without a search through multiple sources S/he should also be able to compare programs with a valid measurement system that includes the employment rates after completion of the training or education.

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c) Workers

The workforce investment needs of workers are 1) information about the current local labor market and 2) easy access to life-long learning and 3) support for their skill upgrade endeavors from their present employers, community educators and workforce professionals. Incumbent workers need to easily access training and employment information in order to make career decisions that will ensure they can stay competitive, advance in their field, and/or protect themselves from long-term unemployment in the case of a downsizing. Their needs for assistance and counseling in acquiring information are the same as for job seekers (See above.)

Workers also need to accept that learning is a lifelong process that is essential to them, their companies, and their community. Rapid technological changes, global competition, and a stock market that heavily rewards the bottom line combine to force companies to respond quickly to opportunities and challenges. Companies cannot respond to change without a workforce able to absorb, refocus and apply new and higher skills quickly and effectively. Workers will not stay employed and companies will not be profitable unless workers are constantly learning.

Workers need support from their employers, workforce development professionals and the training/education system to be able to engage in a life-long learning process. Workers must be offered opportunities to learn on the job and in company classrooms. But workers must also be able to access quality programs offered by local training providers that address their workforce development needs. A workforce investment must be made to support the use of varied learning modes by employers and workers to ensure that acquiring skills is made as easy and inexpensive as possible for workers and employers.

These ideas were collected over a long period of time during which local WIA staff participated in various meetings and discussions. Groups involved included the Career Center Management Team, the Career Center Business Advisory Committee, the WIB Marketing Committee, the WIB strategic planning process, the Education Partners, and Employers First. Other entities and individuals consulted were Gateway Community and Technical College, the Northern Kentucky Business Service Team, and the Vision 2015.

2. Describe the current and projected employment opportunities in your local area.

Through its recent strategic planning process, the NKWIB established a Career Center LMI committee to regularly analyze labor market data to determine current and projected employment opportunities. As this committee becomes operational, their analysis will be used to update the sector strategy of the NKWIB. Until that time, the Northern Kentucky Workforce Investment Board (NKWIB) adopted an industry sector strategy several years ago. They identified Industry Sectors that are crucial to the economy of our region. The

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goal is that WIA efforts are to be focused on those occupations within industry clusters that:

- Are growth occupations or
- Occupations that provide a living wage for residents of the area.

Following are the NKWIA Industry Sectors that are deemed to have current and projected employment in our region.

INFORMATION TECHNOLOGY

Includes the following:

- Computer programming services including computer software design and analysis, modification of custom software and training in the use of custom software.
- Design, development and production of prepackaged computer software including utility and applications programs.
- Maintenance and repair of computers and computer peripheral equipment.
- Data Base development and maintenance
- Web site development and maintenance
- Network administration – local and area wide.

LOGISTIC/DISTRIBUTION/TRANSPORTATION

Includes the following:

- Furnishing domestic and foreign transportation by air and also those operating airports and flying fields and furnishing terminal services (excluding airline pilot).
- Furnishing local or long-distance trucking or transfer services.

HEALTH

The intent of this cluster is to meet the needs of local healthcare employers by providing potential employees with the skills and training to enter medical, surgical, and other health services at various skill levels.

Examples are:

- Medical or Dental Assisting
- Dental Hygienist
- Nursing
- Radiological Tech
- Respiratory Care
- Massage Therapy
- Medical Billing and Coding
- Medical Transcription
- Medical Office Tech
- Phlebotomy

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- Certified Nurse Assistant
- Home Health Aide
- Pharmacy Tech

ADVANCED MANUFACTURING

Advanced manufacturing involves new manufacturing and machines combined with information technology, microelectronics, and organizational practices in the manufacturing process.

Lean manufacturing reduces costs and improves quality in order to respond to the customer. It strives to compress time from receipt of an order all the way through the receipt of payment.

Examples are:

- Draftsman CAD
- Machinist
- ARC/MIG/TIG Welder
- Skilled Assembler
- Material Handler
- Forklift Driver
- Semi-skilled Operator

SERVICES

The Services Cluster includes occupations that do not produce a tangible product. This is not intended to be an open ended cluster. Demonstration of hiring need is required to add occupations under this cluster. Examples are:

- Automobile repair
- Non-depository credit institutions
- Depository banking institutions
- Paralegal
- Criminal Justice
- Business Management
- Cosmetology
- Elementary and Secondary Education
- Tele-servicing

ENERGY

Occupations involved with the production and/or distribution of energy or green technology and/or the infrastructure within these areas. Examples are:

- Energy Systems Technology
- Power Plant Operator

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- Energy Distributor
- Electrical Power Line Installers/Repairers
- Electrical & Electronic Engineering Tech
- Surveying & Mapping Tech
- Pipelayers
- Construction occupations supporting green technology
- Research and development supporting green technology

3. Describe the job skills necessary to obtain such employment opportunities.

As stated above, identification of these industry clusters came about initially as part of the strategic planning process. Analysis of these industry clusters is on-going to ensure that these are still the areas of greatest need. In the current economy the NKWIB is well aware that demand for particular occupations and industries changes very quickly and they are dedicated to meeting current and future local labor market needs and spend WIA dollars in the most efficient way to meet the needs of all of our customers.

In addition, the NKWIB is committed to the concept of Career Pathways as a framework for ensuring resources spent on training are in fact establishing a life-long pathway for employees to follow so they can progressively continue in their efforts to be self-sufficient. As such, information about the Career Pathways developed by Gateway Community and Technical College are available through the Career Center Northern Kentucky career center system. Everyone who comes into a Career Center site is provided this pathway information as they are formulating their future plans.

4. How does the LWIB ensure continuous improvement of its providers?

The NKWIB identified Continuous Improvement as a value under its Strategic Plan. The goals under this value are:

- At each WIB meeting, board will review performance data. The WIB reviews Key Performance Indicators (KPI) at each meeting. These KPI cover financial operations, key metrics and strategic planning. The goal is to review progress toward goals and to recommend strategies for improvement where goals are not being met.

In addition, the NKWIB reviews training vendor performance by industry sector. Included in this vendor performance are percentage of trainees who receive the intended credential, percentage who obtain employment, percentage who obtain training related employment and average wage at placement. This data is reviewed at the training provider level as well as for the industry sector as a whole. The purpose is to ensure that we continue to train in high demand and high wage industries and that the training providers are providing high quality

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training.

- Distribute a performance survey to existing Career Center individual customers, partners, employers, and staff and analyze the results in a report. A performance survey has been developed for both job seeker and employer customers. Data from these surveys will be reviewed by the WIB at least quarterly.
- Strengthen employer services offered through the Career Center. As has been mentioned elsewhere in this plan, the NKWIB implement a Business Services Team to better meet employer needs. The BST has measureable goals that are reported periodically. Baselines will be established against which the BST will strive to continually improve.

5. List the continuous improvement activities in which your local providers and partners participated in PY 2012.

Staff Trainings (promoting Continuous Improvement):

- Partner for Success I and II
- Workforce Academy I
- Customer Service
- Program *Lunch and Learn* Sessions
- Disability Awareness
- Annual Awards for local career center staff; provides recognition to staff in the following categories: Customer Service, Business Services, Outreach, Behind the Scenes, Leadership, and MVP.

Career Center Active Staff Committees Promoting Continuous Improvement:

- Health and Safety Committee (met every other month)
- Staff Development Committee (met every other month)
- Job Fair and Events Committee (met twice/month)
- Business Services Core Team (met monthly)
- Marketing and Outreach Committee (met every other month)
- Customer Service Committee (met every other month)

Ongoing Activities Promoting Continuous Improvement:

- Career Center Operators Team (met monthly)
- Career Center Management Team (met every-other-month)
- Regional Business Services Team (met quarterly)
- Regional Business Services and LWIA Key Performance Indicators (completed monthly by BST members, reported/shared every-other-month)
- Customer Surveys (job seekers)- completed monthly at all career center locations; results reported out monthly

Customer Surveys (employers)- completed after job fairs, hiring, and/or significant employer activities.

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6. Provide a list of planned continuous improvement activities for PY 2013-2014 in which your local providers and partners will participate.

2013-14 Staff Trainings (promoting Continuous Improvement):

- Partner for Success III
- Workforce Academy II
- Workplace Safety
- Partner *Mixer*
- *Lunch and Learn* Sessions (one per quarter)
- Stress Management
- Annual Awards for local career center staff; provides recognition to staff in the following categories: Customer Service, Business Services, Outreach, Behind the Scenes, Leadership, and MVP.

2013-14 Career Center Active Staff Committees (Promoting Continuous Improvement):

- Health and Safety Committee (meets every other month)
- Staff Development Committee (meets every other month)
- Job Fair and Events Committee (meets twice/month)
- Business Services Core Team (meets monthly)
- Marketing and Outreach Committee (meets every other month)
- Customer Service Committee (meets every other month)

Ongoing Activities Promoting Continuous Improvement:

- Career Center Operators Team (meets monthly)
- Career Center Management Team (meets every-other-month)
- Regional Business Services Team (meets quarterly)
- Regional Business Services and LWIA Key Performance Indicators (completed monthly by BST members, reported/shared every-other-month)
- Customer Surveys (job seekers)- completed monthly at all career center locations; results reported out monthly
- Customer Surveys (employers)- completed after job fairs, hiring, and/or significant employer activities.

7. What new initiatives is the LWIB implementing to ensure that the local workforce system meets the needs of employers and participants?

Job Seeker/ Participant Initiatives:

- OJT- increase the awareness and offering of OJT opportunities to job seekers.
- Workshops and Job Clubs- strengthen the existing *Job Search Success*, *Your Employment Success (YES)*, and *Job Search Success 201* workshops on job search best practices, interviewing development, resumes, and soft skill enhancement. Expand the offering of the *Green Light Group* networking/job club.

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- Over 55 Job Seekers- expand the current offering of resources and services for job seekers over 55 years old. Partner with local initiatives to accomplish this goal.
- Advanced Manufacturing- provide education, promotion, and/or information on this industry sector to help connect job seekers to career-training and/or career opportunities in the industry; in turn, this effort will help meet the regional demands of employers who are currently experiencing worker shortages in the industry; partner with local

Employer Initiatives:

- Increase employer engagement and feedback- 1. identify the top 10-15 active employers who have utilized the local career centers over the past year, 2. develop a simple, standardized survey or mechanism to obtain feedback from these employers, 3. coordinate initiative with the WIB's Business Services Committee, 4. Business Services Team reaches out to these employer customers and conducts surveys; utilize Audience Response System to capture employer feedback, when appropriate, 5. Survey results shared with WIB's BSC, along with the regional BST, 6. Results are utilized for continuous quality improvement, staff recognition, programmatic improvements, and overall responsiveness to employer demands/needs
- Advanced Manufacturing- work closely with NKIP and other local initiatives to address the regional challenges in this industry sector.

Data collection, analysis, and reporting- build upon our current, local Key Performance Indicators (KPI's) and other data collection mechanisms to further refine the compilation results in the following: job placements by industry sector, and outcomes of referrals made to employers; utilize the existing state data systems (EKOS, Focus, Labor Insight, Workforce Kentucky, etc.) and possibly expand into local/regional systems (Salesforce, G*Stars, etc.), ideally linking to economic development organizations and educational institutions; pursue funding/resources to help finance this effort, if needed.

8. Performance Standards. What is the rationale for the LWIB negotiated performance measures? – Refer to Attachment A.

Performance was proposed to the NKWIA by OET. Upon analysis of achievement of past performance compared to the OET proposal, the NKWIA/NKWIB agreed to the standards.

9. What percentage of the participants will be in training programs (not pre-vocational services) that lead to targeted high-growth and high-wage industries, demand driven occupations, and/or career ladder occupations as identified in Section A?

100% of participants who are put into training by the NKWIA are training in programs that fit under our approved industry sectors. The purpose is to prepare these participants for employment in high-growth, high demand and high wage industries.

10. What is the LWIB plan to help Kentucky increase by 10 percent the number of people who receive training and attain a degree or certificate through the following programs

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by June of 2015: WIA Title I-B programs, National Emergency Grants and Trade Adjustment Assistance?

The NKWIA experienced huge increases in people placed in training during the last two fiscal years. However, WIA formula dollars available for training have decreased, so our ability to place people in training has similarly decreased. While we have NEG training funds, they are only available to individuals who were laid off from specific companies identified under the NEG. Hence, our ability to increase participants in training under those funds is limited. Similarly, we have Trade training funds, but only individuals laid off from Trade certified companies are eligible to use those funds. If additional resources become available the NKWIB will consider using those dollars to increase the numbers in training.

11. Describe the LWIB's Unified Business Services processes. (May attach separate Unified Business Services Plan)

See Section A., Item #3

12. How does the LWIA notify Rapid Response and/or Business Services team members to coordinate services when a business may be actually or potentially considering a layoff?

The LARRC (Lauren Mann) receives notification about a layoff or potential layoff through either a WARN notice sent by Frankfort, the company directly, or through media. Once the LARRC confirms the information, an email is sent out to all members of the Rapid Response Team, Business Services Team, and Kentucky Career Center employees. The email details the event as well as company specifics and requests presence from each agency at the Rapid Response.

13. How does the LWIA respond to and secure information when there is a possibility of a mass layoff? How is this information communicated to local and state Rapid Response and Business Services teams?

The State Rapid Response (RR) team notifies LARR team and Local Workforce Investment Area (LWIA) Director (Barbara Stewart) with a copy of the Worker Adjustment and Retraining Notification (WARN) letter.

The State RR team is the primary contact for all WARN notices (if a WARN notice is received by the LARR team, the original notice is to be forwarded to the State RR team immediately).

14. What is the LWIA process to inform the state of local Rapid Response events?

The LARRC communicates with the state via email and EKOS. An email is sent to the Rapid Response team members in Frankfort informing them of the layoff and notes are entered into the database detailing the layoff and event specifics.

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15. How does the LWIA respond to or assist companies that are potentially TAA certifiable?

The Northern Kentucky LARR Team will notify the local OET Trade Facilitator (Canis Wirth) within 24 hours to inform her of any potential Trade activity or upcoming certification(s). After that point, the Trade Facilitator and LARR Coordinator collaborate on scheduling and facilitating the Rapid Response events. Prior to a Rapid Response, the LARR contacts the company representatives and provides them with contact information for their LARR Coordinator and Trade Coordinator, an overview of the agenda, and, upon request, copies of the materials that will be presented during a RR. At that time, an employer meeting can also be scheduled where a synopsis/summary of the services available to affected employees can be provided. This also affords the opportunity for the employer's questions to be addressed.

Refer to #16 for additional information.

16. What is the process used to provide assistance to a company that is DOL Trade-certified?

At the **Employer Meeting**, the OET Trade Facilitator will discuss the TRADE impacted Worker Spreadsheet and/or the completion of TRADE enrollment documents (if applicable).

At the **Employee Meeting**, IF the employees have been determined to be TRADE impacted, The OET Trade Facilitator will explain TRADE information and/or benefits to the affected employees. Affected employees will be asked to complete the TRADE enrollment packet at the conclusion (but NOT during) the Rapid Response Employee meeting.

OET will mail letters to the affected TRADE employees notifying them of an **Orientation Meeting** (separate from the Rapid Response Employee Meeting).

During **Orientation Meeting**, the designated OET/LARR team member and LARRC* will discuss TRADE benefits and enrollment packet in detail; Affected Workers will complete the 855, 855A and waiver forms along with the HCTC packet (if applicable). Completed documents will be mailed to Central office/Frankfort.

Certified TRADE Representative will inform affected employees of TRA procedure and benefits, including the 'Payorder card'.

Collaboration between the LARR Coordinator and OET Trade Facilitator, along with WIA and OET staff will take place through the duration of service delivery to the Trade-affected employer(s) and employee(s)

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17. Provide the current Trade Regional Plan. (May attach separate Trade Regional Plan)
The Plan must include:

- Updated to date with the latest Trade Law, as amended.
- The process employed from the point of Petition Certification to Trade participant post-exit follow-up.
- Roles of both OET and WIA and other partners as applicable.
- Compliance with 618.890 merit staffing regulations.

The revised Trade Regional Plan is attached to this plan. This plan was revised after the Local Workforce Investment Board Plan was submitted on November 30, 2013 and corrects the issues noted in the plan review.

18. How will your LWIA work with OET in calling in and conducting orientation sessions for people who are chronically unemployed? (*chronically unemployed - those who are not employable because of their lack of skills, education, and experience*)

WIA staff provides Career Connections Orientations and Job Search Success orientations to all interested Career Center customers on a Core level. If individual customers are chronically unemployed, they are eligible to attend (or re-attend if they did so previously) to learn the skills offered during these sessions. Topics covered are as follows.

Career Connections Orientation (CCO): Individuals interested in WIA services will first attend a Career Connections Orientation, an information session detailing the program. The Orientation agenda items include:

- Introductions of attendees, including current or previous career/industry
- Overview of Career Center partner services, locations, and contact information
- Detailed explanation of WIA eligibility requirements and service offerings for Informational Core, Intensive, Training, and Follow-Up Services
- Information on available career assessments and resources
- Promotion of the National Career Readiness Certificate (NCRC)
- Assignment of an individual Workforce Development Specialist based on industry/career pathway interest(s)
- In addition, all WIA program requirements are explained and basic-skills levels are assessed for thoughtful career exploration. Workforce Development Specialists are knowledgeable of career training opportunities within each industry, as well as potential area employers to assist individual occupational goals. The assigned Workforce Development Specialist becomes the point-of-contact throughout the WIA process, partnering with each job seeker to ensure attainment of established training and/or career goals.

“Job Search Success” workshop- Individuals interested in WIA Training and/or Career Center partners (i.e. Voc Rehab customers) attend this interactive workshop. The purpose is to educate individuals on effective job-search techniques for the current competitive job market. The workshop is informative for all individuals regardless of current or prior work experience. Brighton Center was instrumental in developing the materials, content, multi-media presentation, and facilitation efforts of the ‘Job Search Success’ workshop. ‘Job Search Success’ workshop topics include:

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Career Exploration and Occupational Goal Setting
Professional Branding
Developing a Successful Cover Letter
Employment Applications
Professional References
Creating an Effective Resume
Maximizing Your Job Search
Professional Networking
Acing Your Interview

The chronically unemployed customer is also eligible for all other Core services offered through the Career Center including initial assessment of skill levels/aptitudes/abilities and resume assistance.

WIA staff also participate in the Kentucky Employment Network (KEN) and Remployment Assistance (REA) sessions by providing informational presentations.

19. Describe the process in which partners (i.e. Wagner-Peyser) will ensure some level of enhanced services to the chronically unemployed and UI applicants selected for Reemployment and Eligibility Assessment (REA). Describe what services will be offered such as job placement activities, resume writing or interviewing workshops, etc.

Kentucky's REA program will take an intense role in selecting REA participants. Selected individuals will receive activities by Office of Employment and Training (OET) staff. Assessment and referral to re-employment services will be orchestrated by engaging multiple partners within our Career Centers. Collaborative and integrated approaches will further assist individuals in becoming re-engaged in the employment process and increase their outcomes of securing sustainable wages. Partners will consist of but not limited to: Office of Employment and Training, Office of Vocational Rehabilitation, Workforce Investment Act (WIA), Kentucky Adult Education, Veteran's staff and Community based organizations.

As a way of leveraging resources, Office of Employment and Training staff will incorporate workforce partners in the orientation activity provided to participants. Individuals that attend the orientation will be exposed to the vast services that are offered within the workforce system. Having partners as part of that process will give participants the opportunity to not only learn of the services offered, but give them the chance to interact with the various partners. Information pertaining to activities and results of selected REA participants will be communicated within OET and among partner agencies through the following mechanisms: Our Burning Glass Initiative will link Kentucky Electronic Workplace for Employment Services (KEWES) which is our automated Unemployment Insurance operating system with our Employ Kentucky Operating System (EKOS) which is our automated

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employment services operating system. WIA staff currently have access to EKOS where they document case management services and will be able to track common customers served through this REA Initiative. In addition, as part of the Kentucky Workforce Investment Board's Strategic Plan, our case management initiative includes developing "common" referral and triaging forms that will be developed and utilized among partners.

Orientations will include information and an introduction to the following: 1) Wagner-Peyser (employment skills), 2) WIA (resume workshops, job search success workshops, interviewing skills, and if funding is available upgrading of skills and training activities), 3) Vocational Rehabilitation (services for those with disabilities), 4) Adult Education (GED and soft skill development), 5) National Career Readiness Certificate (NCRC) (awareness of credential and other workforce partners. Orientation provides information about the Career Center's services with a particular emphasis on accessing labor market and career information and ensuring participants are fully registered in Focus Career. Individuals will be provided documentation to begin developing their Individual Re-Employment Plan (IRP). The orientation content shall be consistent from career center to career center, but be specific to their area.

An eligibility review shall be completed during orientation for each REA participant. The Eligibility Review Form (ERI) will be printed and provided to participant during orientation session. The participant completes the ERI from reporting all eligibility issues and documents of work search contacts. Staff shall review the completed ERI and document eligibility and make recommendations regarding work search activities.

Participants will be scheduled to return to their local Workforce Career Center to complete their Individual Re-Employment Plan (IRP). At this meeting individualized services will be offered to REA participants, relating to Labor Market and any additional information that will assist the individual in making an informed decision related to employment opportunities. Individual employment barriers will be assessed and when appropriate a referral will be made to partner agencies for additional services. The plan will be reviewed by staff and each individual participant and documented for tracking outcomes. The IRP document will be provided to the REA participant during orientation. The one-on-one session for plan development shall include: 1) Review of the customer's IRP, 2) Review of the customer's barriers/skills/education, 3) Individual employment barriers will be assessed, 4) Referrals will be made to partner agencies for services, 5) Provide (LMI) (Labor Market Information), 6) Career plans are discussed and 7) Referrals to re-employment services.

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- 20. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program Universal Customers), are registering in FocusCareer and are making their resumes viewable to employers?**

When customers come into the Career Center, the WIA Point People assist them in the Focus Career self-registration process. In addition, career counselors are trained in the Focus Career system and help their clients with this process.

- 21. Describe how youth activities are provided in the LWIA (in-house, contractors, combination, etc). Provide a brief description of a current or recent exemplary youth program or activity and a brief description of any anticipated new youth programs or activities envisioned by the LWIA.**

1. Regular Youth Services - The NKWIB has chosen, due to limited funds, to serve youth 18 and over. The focus is to assist youth that have a GED or high school diploma to find better career paths or move to the next level on their current career path so that a self sufficient wage can be attained. Career Counselors assess, test and guide youth through the process of choosing a career path, investigating the skills and education necessary to succeed and then assisting the youth in the application process or entry into post secondary education. Once the youth has entered a job or post secondary school, the career counselor contacts the client regularly to ensure the client is staying on the path and encountering success. The youth program may fund the client's educational expenses, transportation and school related miscellaneous items, depending upon need. Clients are assessed using the TABE, post secondary grades and case notes entered monthly into EKOS. Clients are expected to meet the performance measures of raising the lit/num score one level, attaining a degree or certificate and entering employment or post secondary education.
2. Internship Program – The Internship Program is designed to allow clients with little or no work experience to gain skills by entering a work site. Clients start out by attaining a short term skills certificate in an area that may interest them as a career goal. Once the certificate is complete, clients enter a work site for 12 weeks to gain skills and knowledge about the job. Clients from the regular youth program can enter into the Internship program after completion of their training to gain the experience necessary to enter into self sufficient employment. It is the intent of the program for the client to gain skills and be employable or realize that further education is needed and enter into post secondary education. Client success is based on completion of the program and the area performance measures.
3. Jobs for America's Graduates – JAG focuses on assisting dropouts to attain a GED and enter into post secondary education or self sufficient employment. The program focuses on job skill attainment while working with adult education to assist with tutoring and GED preparation. JAG students are expected to work while in the program and are mentored by the JAG instructor. JAG students also participate in community service projects and form a Professional Association which focuses on community awareness. JAG is about building better citizens as

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well as better employees. JAG is assessed using local performance measures.

4. Ignition – Ignition is an entrepreneurship program that was developed and implemented by local WIA Youth Staff and the NKWIB. The goal is to teach youth the intricacies of business from inception to sales using workshops, community partners and hands on experience. Staff partner with local community service providers, high schools and businesses to teach students the fundamentals of creating a business. Working as a team, students develop a service or product to offer to consumers. Participants are encouraged to be creative and are assigned roles within their newly created business. They are then tasked with creating a business plan with assistance from staff and local business leaders. The participants then design a presentation for the NKWIB to explain their product and business. Each step in the process is a learning experience for the group utilizing mentoring relationships from the community and WIA staff. The program also emphasizes developing 21st century skills as well as customer service skills. Each participant can earn a nationally recognized credential through participation in the program. Participants are also engaged in a work experience while in the program to develop on the job skills. This experience enhances the participant's ability to relate to the business they are creating. Upon completion of the program, Youth Participants are eligible for other WIA services and will receive assistance in their pursuit of education or employment.

All youth programs either offer or refer clients to services that provide the 10 youth components listed in the law; tutoring, alternative secondary school, summer employment linked to academic and occupational learning, paid work experience, occupational skills training, leadership development, supportive services, adult mentoring, follow up services and guidance and counseling.

22. Identify the criteria used in awarding grants for youth activities, including criteria used to identify effective and ineffective youth activities and providers of such activities.

The NKWIA does not subcontract youth services except under Jobs for America's Grads, which is sole source.

The Jobs for America's Graduates Program requires a site license. Jefferson Community and Technical College is the only remaining entity in the Northern Kentucky Workforce Area that holds a site license, funded by the Dept. of Education, making this a sole source situation. The NKWIB reviews performance yearly, at a minimum, to ensure programs are meeting/exceeding local area goals. The program is also monitored by the NKADD yearly and offered technical assistance on an ongoing basis.

The JAG program is a successful program that assists youth in attaining a GED and

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obtaining employment. The JCTC JAG program was the first in the state to implement a Professional Association led entirely by the youth. Through the Professional Association, youth involve program participants in community service activities strengthening the participant's bond and awareness of community needs developing a well rounded participant.

23. Provide a description of the process used by the LWIB to provide an opportunity for public comment, including comment/input by representatives of business and labor organizations, prior to submission of the plan.

The NKWIA prepares and extended executive summary of the Plan which is mailed out to interested parties, including local elected officials, representatives of business, representatives of public agencies, representatives of labor, and representatives of education. These notices, plus a legal announcement in the local newspaper of record are mailed and published to allow at least a 30 day comment period prior to the due date of the plan. The complete proposed local plan is available for review on the NKADD web site. Any comments received will be included with the local plan forwarded to the Office of Employment and Training.

24. Describe the competitive process to be used for awarding the grants and contracts in your local area for WIA activities.

The Workforce Investment Board has adopted procurement policies that give preference to full and open competition over non-competitive procurement. These procurement policies comply with 29 CFR 97.36 (common rule). The same procedure will be used to procure grants and contracts.

The NKWIB staff maintains a continually updated mailing list for the purpose of announcing Requests for Proposals (RFP's). A memo announcing the availability and approximate level of funding, programming/service priorities, the procedure for obtaining an application packet, and the date the application is due is mailed to all parties on this list. In addition, this information is published in a legal notice in the newspaper of record for the NKSDA.

Both the memo and the legal notice will include notice of a meeting to be held soon after the announcement of the RFP. The purpose of the meeting will be to discuss the application process in detail and to provide technical assistance. Meetings will be open to all interested providers.

Between the time the applications are available and the point at which they are returned in triplicate, any party may request technical assistance from NKWIB staff in responding to the RFP. It will be made clear to all potential applicants that technical assistance will be provided to help applicants meet the guidelines of WIA. The NKWIB staff will provide technical assistance consistently to all applicants responding to the RFP to ensure

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that all applicants receive the exact same information. Assistance is not provided to help write proposals. Once officially completed and signed applications are submitted to the NK WIB staff, no further discussions may occur on the application until the NK WIB/NKADD Board of Directors review process is completed. To the extent possible, any staff member who provided technical assistance during the preparation of an application is ineligible to prepare the staff review of the application.

The NKWIB review process is conducted based on objective criteria. All WIB members are subject to very strict conflict of interest rules that are included in their bylaws. Any WIB member can participate in discussion prior to the stating of a motion. After a motion is stated, a WIB member shall not participate in any further discussion nor cast a vote on, any decision pertaining to provision of services by such member (or any organization which that member directly represents), nor on any matter, which would provide any direct financial benefit to that member. In addition, the chair of a standing committee and the WIB as a whole call for identification of members with fiduciary interest on the agenda. Members who have funding matters before the committee, may not vote or participate in discussion on these agenda items. The Chairperson of the committee (or full WIB) shall make the determination as to who may not participate. If a standing committee member with a financial interest before the committee fails to abide by these guidelines, they will be subject to Item F. Removal for Cause, b. voting on a matter, which would constitute a clear conflict of interest.

Small Purchase Procedures

As the Northern Kentucky Area Development District is the administrative entity for WIA in the NKWIA, the policies for procurement of small purchases of the NKADD shall apply to purchases by the NK Workforce Investment Area or NK Workforce Investment Board. These policies meet the requirements of the Department for Local Government, Commonwealth of Kentucky, which is the NKADD's cognizant agency. The policies are as follows:

All purchases up to \$1000 may be obtained by the discretion of the purchaser

Purchases of at least \$1,000 and not more than \$2,500 must be purchased after obtaining three bids, quotes or prices of any type. These may include written bids, verbal quotes or advertised prices. Aspects other than lowest price may be considered in determining the best bid.

Purchases of at least \$2,500 and less than \$10,000 must obtain three written bids and must be presented to the NKADD Board of Directors Executive Committee for approval. Criteria other than low bid may be established.

All purchases over \$10,000 must be obtained following state bidding requirements. Public advertising of at least one ad in 7 - 21 days prior to the opening of bids must

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occur. The Executive Committee of the NKADD must approve such purchases.

All purchases, regardless of size, must follow the NKADD purchase requisition system. The unit coordinator must submit a purchase requisition to the associate director prior to the purchase. Upon approval, the Executive Director will forward said requisition to the purchasing agent for action. Purchase orders will be prepared upon approval of the requisition for all acquisitions.

Noncompetitive proposals

Noncompetitive negotiated procedures may be used for large purchases when competition is not practicable and it is further determined by the Executive Director that:

An emergency exists which may result in public harm from a delay due to utilization of competitive procedures; and/or

There is a sole source of the product or service; and/or

The service is provided by a licensed professional

After solicitation of a number of sources, competition is determined inadequate.

Operating supplies may be ordered by the NKADD purchasing agent upon approval of the Executive Director. Such supplies are defined as consumable.

Utility services, rental payments and other similar on-going expenses are exempt from the requisition process.

Invoices resulting from signed professional contracts are exempt from the requisition process.

Professional service contracts below \$2,500 may be executed by the Executive Director. Such contracts above \$2,500 shall be approved by the Executive Committee of the NKADD Board of Directors. The Associate Director shall determine the best means of obtaining such contracts.

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Section C: System Operations and Attachments

In this section, LWIBs must provide information needed to ensure that the local workforce delivery system meets certain legal requirements as well as complies with agreements between OET and LWIAs. This section also asks for information needed to respond to requests from legislative leaders, local leaders, Education and Workforce Development Cabinet's executive management, and other interested parties. *(As with the state plan submitted to the Department of Labor, local areas should update their contact information if there have been changes to the individuals listed since the last submittal. This process is simply a contact change—not a requirement to modify the local plan.)*

- 1. List contact information for the designated site representative(s) at each of your comprehensive career center locations. If there is more than one contact, please include.**

Location:	Florence	
Contact:	1) Jason Ashbrook	2) Jennifer Miller
Title:	1) Director	2) Regional Manager
Phone:	1) 859-371-0808	2) 859-371-0808
E-mail:	1) Jason.ashbrook@ky.gov	2) Jennifer.miller@ky.gov

Location:	Covington	
Contact:	1) Jason Ashbrook	2) Jennifer Miller
Title:	1) Director	2) Regional Manager
Phone:	1) 859-371-0808	2) 859-371-0808
E-mail:	1) Jason.ashbrook@ky.gov	2) Jennifer.miller@ky.gov

Location:		
Contact:	1)	2)
Title:	1)	2)
Phone:	1)	2)
E-mail:	1)	2)

Location:		
Contact:	1)	2)
Title:	1)	2)
Phone:	1)	2)
E-mail:	1)	2)

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

2. List the contact information for the person responsible for the WIB's rapid response activities.

Contact:	1) Lauren Mann	2)
Title:	1) RR Coordinator	2)
Phone:	1) 859-371-0808	2)
E-mail:	1) Lauren.mann@ky.gov	2)
Reports to:	Melissa Sommer - Brighton Center Inc. and Barbara Stewart, Associate Director, NKADD	

3. List the contact information for the person responsible for the WIB's business services activities.

Contact:	1) Jason Ashbrook	2)
Title:	1) Director	2)
Phone:	1) 859-371-0808	2)
E-mail:	1) Jason.ashbrook@ky.gov	2)
Reports to:	Barbara Stewart, Associate Director, NKADD	

4. List contact information for the local person responsible for Americans with Disabilities Act (ADA) for all partner programs in your area.

Contact:	1) Ryan Henson	2)
Title:	1) Local Manager - OVR	2)
Phone:	1) 859-371-0808	2)
E-mail:	1) Ryanb.henson@ky.gov	2)
Reports to:	David Beach, Executive Director, OVR	

Law Reference: 29 CFR 37.25 – Responsibility of Equal Opportunity Officer
Law Reference: 29 CFR 37.23 – Designation of Equal Opportunity Officer

5. List contact information for the local person responsible for Equal Opportunity and completing the Discrimination Complaint Log. (*Section 188 of the WIA or 29 CFR Part 37*)

Contact:	1) Lori Zombek	2)
Title:	1) HR Director - NKADD	2)
Phone:	1) 859-283-1885	2)
E-mail:	1) Lori.zombek@nkadd.org	2)
Reports to:	Lisa Cooper, Executive Director, NKADD	

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 - 2014

6. List contact information for the person responsible for English as a Second Language (ESL) for all partner programs in the local area.

Contact:	1) Martha Karlage	2)
Title:	1) Director	2)
Phone:	1) 859-282-4629	2)
E-mail:	1) Martha.karlage@boone.kyschools.u	2)
s		
Reports to:	Peg Russell, Director of Adult Education, Gateway Community & Technical College	

7. List contact information for the person responsible for local customer relations such as recording/reporting incidents and non-discrimination complaints. (i.e. customer is injured in one-stop career center; customer complaints about non-professional service, etc.)

Contact:	1) Jason Ashbrook	2)
Title:	1) Director	2)
Phone:	1) 859-371-0808	2)
E-mail:	1) Jason.ashbrook@ky.gov	2)
Reports to:	Barbara Stewart, Associate Director, NKADD	

List the programs for which this individual is responsible for providing customer relations.

WIA Title IB, OET, OVT, OFB, Gateway, Adult Ed, NKADD, DCBS, CAC

8. If the individual listed above is NOT the person responsible for customer relations for any of the core partner programs, list the contact information for the person responsible for customer relations for each of the other programs.

Program(s) _____
Contact: _____
Title: _____
Phone: _____
E-mail: _____
Reports to: _____

Program(s) _____
Contact: _____
Title: _____

LOCAL WORKFORCE INVESTMENT BOARD PLAN

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Phone: _____
E-mail: _____
Reports to: _____

9. Does the local area have in place an agreed upon WIA Discrimination complaint process per 29 CFR Part 37.76-77?

X ☐ Yes ☐ No

If no, is there a plan in process to develop a discrimination complaint procedure?

☐ Yes ☐ No

10. List contact information for the person responsible for local data in the Kentucky Career Center facilities.

Contact: Jason Ashbrook
Title: Director
Phone: 859-371-0808
E-mail: Jason.ashbrook@ky.gov
Reports to: Barbara Stewart, Associate Director, NKADD

11. Complete Attachment D – *Workforce Investment Area Sub-Grantee List* and provide a current listing for each of the LWIA Sub-Grantee names, services provided, funding source, city and state of Sub-Grantee, and whether the Sub-Grantee/Provider is located in a Kentucky Career Center.
12. Complete Attachment B – *Workforce Investment Board/Council Membership List* and provide current contact information for the members of the local workforce investment board, including any vacancies, and the organizations that are represented on the board. Indicate whether the business representatives come from “targeted high-growth/high wage” industries, and/or provide demand driven occupations.
13. Briefly describe the LWIB’s policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2014.

The NKWIB established its Membership and Board Operating (MBO) standing committee to address the recruiting/replacement/reappointment needs of the Board. Per its bylaws, the MBO is responsible for the following functions:

- i. Solicit, review and nominate WIB members,
- ii. Bi-annually develop slate of officers for WIB consideration,
- iii. Monitor participation of members on Board and standing committees per by-law requirements,
- iv. Participate in Board orientations,

LOCAL WORKFORCE INVESTMENT BOARD PLAN

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v. Establish schedule of information items for each Board meeting agenda,
vi. Coordinate participation of WIB members with other community initiatives.
The MBO addresses the above functions at each of its bi-monthly meetings. Their activity has resulted in the filling of required slots and business representation. At the writing of this response, the NKWIB has 53.33% of its membership from the private sector.

According to DOL Training and Employment Guidance Letter (TEGL) 10-09 program operators/service providers are required to provide Veterans Priority of Service in 20 DOL-funded programs. These programs include WIA Adult and Dislocated Worker formula funded programs, Wagner-Peyser Employment services, Trade Act Programs, National Emergency Grants, Senior Community Service Employment Programs (SCSEP), Migrant/Seasonal Farmworker Programs, H-1B Technical Skills Training Grants, Job Corps, WIA Demonstration Projects, Youth Opportunity Grants, pilots, and Research and Development.

Final rules (dated December 19, 2008) for Veterans Priority of Service as it relates to DOL programs.

Veterans' Program Letter (VPL) 07-09 (dated November 10, 2009) implementing Priority of Service for Veterans and Eligible Spouses in all Qualified Job Training Programs Funded in Whole or in Part by the U.S. DOL.

Considering the Public Law cited here, answer the following questions pertaining to your local process and procedures that ensure that Veterans receive priority of service.

14. What is the process you use to identify Veterans coming into your Kentucky Career Center?

Point people employed with WIA funds work with clients who come into the Career Centers and help them self-register in EKOS. A part of this is identifying themselves as veterans. As customers enter the Career Centers, they are asked to identify themselves as Veterans. Signage is prominently posted in the offices asking customers to provide such identification at the time of their arrival. Additionally, staff inquire with each customer regarding their Veteran status. Once a veteran customer is identified, they receive priority service in the following: viewing of job listings, unemployment insurance assistance, career coaching, resume services, job referrals, job search workshops and many other services. Career Center Point people (employed with WIA funds) also work with veteran customers who come into the Career Centers and help them self-register in Focus Career.

15. What is the process you use to assess the needs of Veterans seeking service in your Kentucky Career Center and how do you identify Veterans with a barrier to employment?

All customers Including veterans come into the Career Centers and sign in at registration.

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They self-identify if they are veterans or not. If they are veterans, they receive priority of service and move to the head of the lines and are administered programs first with the exception of Unemployment Insurance. Wagner Peyser staff is to serve all veterans with core services such as Labor Market Information, Job Search, registering into Focus, job matching, resume writing, accessing work history and skills sets, etc. If additional resources are needed from other partners within the Career Centers, then a referral is made. However, if a veteran has received all the core services from Wagner Peyser staff and they are recently separated veterans and are just about job ready but need minor assistance, they can be referred to the Local Veterans Employment Representative (LVER). If major barriers are identified through the Wagner Peyser staff such as criminal background history, disabled, homelessness, more than six month unemployment, educationally disadvantaged or other major barriers to employment, they are referred to the Disabled Veterans Outreach Program Specialist (DVOP). Once they are referred to the DVOPs they receive Intensive Services and Case Management.

16. What is your process for referral to appropriate program staff, or in the case of a Veteran with an employment barrier, to the local Veterans Employment Representative?

Each Career Center is required to have the Customer Flow to include Veterans' Priority of Service. Customer Flow should include a protocol that ensures staff provides priority of service to Veterans and eligible spouses and to serving these customers first.

Customer Flow protocol requires that the Greeter/Receptionist ask/ check the self identification sign in sheet of each customer if they are a veteran or eligible spouse; additionally, staff should explain that Veterans and eligible spouses get priority of service. Signs are also posted in each center. No verification of status at registration is required. Verification of his or her status is required at enrollment.

Once a Veteran or spouse is identified they are asked what services they are needing and as long as it's not for Unemployment Insurance, they are move to the top of the line for services and they are the next in line to be seen by a Career Specialist. UI benefits is not a USDOL program where Veteran status is mandated. For UI services they are taken in the order they signed in and arrived in the Career Center.

Wagner Peyser staff are required to serve all veterans for core services. They are required to assist and get customer registered with Focus Career, review work history, education, barriers, educate them on other services offered as well as partner information. All services are to be entered into the data system to track all activity. The only time a veteran customer should be referred to a Disabled Veteran Outreach Program Specialist (DVOP) is if that customer has identified they have a criminal history, homeless, or been on long term unemployment (more than 6 months) and that these are barriers to them gaining employment. If this occurs, they are referred to the DVOP for intensive services. Once the DVOP has assisted and removed barriers from that customer and they are ready to look for employment, they are then referred to the

LOCAL WORKFORCE INVESTMENT BOARD PLAN

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Local Veteran Employment Representative (LVER) to assist them with secured employers that have job openings.

17. What is your process to ensure veterans receive priority of service when performing job referrals, enrolling in training and enrolling in training if waiting lists exist?

Veterans who seek services in our Career Center are pre-screened by all partnering staff to first identify the customer's needs and connect them to the appropriate representative(s) (i.e. OVR, WIA, OET, etc.). Veteran services are customized to the individual's needs and referrals are provided to a Local Veterans Employment Representative (LVER), in addition to the other Career Center staff providing assistance to the customer. LVERs are based on-site at our comprehensive career center offices and travel throughout the region to provide services at other locations. Additionally, Veterans are advised by career center staff to take advantage of all partner services in our career centers to assist them with attaining their career goals. Point persons will also refer to local Veterans Employment Representative if the customer is identified as a veteran.

In the case of WIA Career Center services, veteran status is identified when entering the center. When we assist employers with job postings or recruitment all staff complete referrals/matches for veterans first and wait 24 hours before referring/matching to general job seekers. For training services; If a veteran enters the center for services and a wait list situation is in place they are moved to the top of the wait list for the next available opportunity for funding. If a wait list situation does not exist then veterans are seen as they come in with little to no wait. ✓

*Placed
in file
12-11-13
PB*

LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 – 2014

Signature Page

Program Years 2013 – 2014
(January 1, 2014 – June 30, 2015)

Workforce Investment Area Name: Northern Kentucky

Workforce Investment Board Name: Northern Kentucky

Name and Contact Information for the WIB:

Name and Title:	<u>Linda Gravett, President & CEO</u>
Address:	<u>Just The Basics, Inc.</u>
Address:	<u>4054 Sandstone Court, Suite 200</u>
City, State, Zip:	<u>Cincinnati, OH 45245</u>
Phone:	<u>513-753-8870</u>
Fax:	<u>513-753-8391</u>
Email:	<u>lsg@justthebasics.com</u>

Name and Contact Information for the Local Elected Official(s):

Name and Title:	<u>George Zubaty, Chair, NKADD Board of Directors</u>
Address:	<u>P.O Box 606</u>
Address:	<u></u>
City, State, Zip:	<u>Warsaw, KY 41095</u>
Phone:	<u>502-567-2310</u>
Fax:	<u>N/A</u>
Email:	<u>N/A</u>

FEA


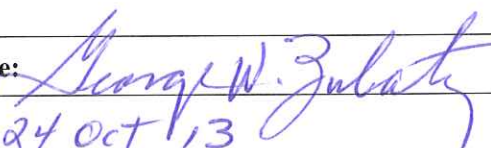
*Shirley
Lesa
Cowan
add*

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

original

We the undersigned, attest that this submittal is the Program Years 2013-2014 (January 1, 2014 – June 30, 2015) Local Plan for our WIB/WIA and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules, and regulations.

For the Workforce Investment Board	For the Local Elected Officials
Name: Northern Kentucky	Name: George Zubaty
Title: NKWI B Chair	Title: NKADD Board Chair
Signature: 	Signature: 
Date: November 13, 2013	Date: 24 Oct 13

Certifications and Assurances

By signing and submitting this plan, the local workforce investment board is certifying on behalf of itself and the grant recipient, where applicable:

- A. That this *Program Year 2013-2014 Local Plan for the local Workforce Investment System* was prepared and is in accordance with all applicable titles of the Workforce Investment Act of 1998 (WIA), Title V of the Older Americans Act, applicable Kentucky state statutes and that it is consistent with the PY 2012-2017 [Kentucky State Plan](#);
- B. that members of the local board and the public including representatives of business and labor organizations have been allowed at least a thirty day period for comment and that any comments representing disagreement with the plan are included with the local plan forwarded to the Office of Employment and Training (as the Governor's representative) by the local board and that available copies of a proposed local plan are made available to the public; (WIA, Section §118 (c))
- C. that the public (including individuals with disabilities) have access to all of the workforce investment board's and its components' meetings and information regarding the board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the master agreement issued by the Office of Employment and Training have been established;
- E. that veterans will be afforded employment and training activities authorized in WIA, Section §134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

We the undersigned, attest that this submittal is the Program Years 2013-2014 (January 1, 2014 – June 30, 2015) Local Plan for our WIB/WIA and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules, and regulations.

For the Workforce Investment Board	For the Local Elected Officials
Name: Northern Kentucky	Name: George Zubaty
Title: NKWI B Chair	Title: NKADD Board Chair
Signature:	Signature:
Date:	Date:

Certifications and Assurances

By signing and submitting this plan, the local workforce investment board is certifying on behalf of itself and the grant recipient, where applicable:

- A. That this *Program Year 2013-2014 Local Plan for the local Workforce Investment System* was prepared and is in accordance with all applicable titles of the Workforce Investment Act of 1998 (WIA), Title V of the Older Americans Act, applicable Kentucky state statutes and that it is consistent with the PY 2012-2017 [Kentucky State Plan](#);
- B. that members of the local board and the public including representatives of business and labor organizations have been allowed at least a thirty day period for comment and that any comments representing disagreement with the plan are included with the local plan forwarded to the Office of Employment and Training (as the Governor's representative) by the local board and that available copies of a proposed local plan are made available to the public; (WIA, Section §118 (c))
- C. that the public (including individuals with disabilities) have access to all of the workforce investment board's and its components' meetings and information regarding the board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the master agreement issued by the Office of Employment and Training have been established;
- E. that veterans will be afforded employment and training activities authorized in WIA, Section §134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

compliance with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215.), U.S. Department of Labor, Training and Employment Guidance Letter 5-03;

- F. that it is, and will maintain a certifiable local Workforce Investment Board (WIB);
- G. that it will comply with the confidentiality requirements of WIA, Section §136 (f)(3);
- H. that the master agreement and all assurances will be followed;
- I. that it will ensure that no funds covered under the master agreement are used to assist, promote, or deter union organizing;
- J. that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA, Section §188, as provided in the regulations implementing that section, will be completed;
- K. that this plan was developed in consultation with local elected officials, the local business community, labor organizations and appropriate other agencies;
- L. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- M. that there will be compliance with the Architectural Barriers Act of 1968, Sections §503 and §504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990;
- N. that WIB members will not act in a manner that would create a conflict of interest as identified in Regulations 20 CFR, Section §667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- O. that Memoranda of Understanding that is endorsed and signed by the current WIB Chair and current One-Stop Career Center partner representatives and Cost Allocation Plans are in place and available upon request for each One-Stop Career Center within the WIB's local workforce service area;
- P. that insurance coverage be provided for injuries suffered by participants in work-related activities as required under Regulations 20 CFR, Section §667.274.

ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA), the grant applicant assures that it will comply

LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

fully with the nondiscrimination and equal opportunity provisions of the following laws:

- *WIA, Section §188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;*
- *Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin;*
- *Section §504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;*
- *The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and*
- *Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;*
- *The Americans with Disabilities Act of 1990 (42 USC 12101), as amended, which prohibits discrimination on the basis of physical sensory, or mental disability or impairment, and the ADA Amendments Act of 2008 effective January 1, 2009;*
- *Each grant applicant and each training provider seeking eligibility must also ensure that they will provide programmatic and architectural accessibility for individuals with disabilities.*

The grant applicant also assures that it will comply with Regulations 29 CFR, Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.


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ATTACHMENT A

Performance

Workforce Investment Act and Wagner Peyser

	PY 2013
Adult Measures	
Entered Employment Rate	75%
Employment Retention Rate	84%
Avg. Six Month Earnings	\$18,000
Dislocated Worker	
Entered Employment Rate	92%
Employment Retention Rate	92%
Avg. Six Month Earnings	\$23,000
Youth	
Placement in Employment or Education	65%
Attainment of a Degree or Certificate	70%
Literacy and Numeracy Gains	63%



Wagner-Peyser	PY 2013
Entered Employment Rate	55
Employment Retention Rate	79
Avg. Six Month Earnings	\$13,000

Local Area: Northern Kentucky

19 Bus
170th
OK

**LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 - 2014**

ATTACHMENT B

Workforce Investment Board/Council Membership List

Program Year 2013

WIB: Northern Kentucky

Date Submitted: 09/05/2013

LWIA: Northern Kentucky

indicate any vacant positions or other constituency represented as well.
(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

<u>Name/Address/Email</u> <u>Phone/Fax</u>	<u>Organization</u>	<u>Position</u>	<u>Business/Industry</u> <u>Represented</u> (Private Sector Only)	<u>Business</u> <u>Representation</u> <u>From Targeted</u> <u>Industry/</u> <u>Occupation?</u> (Yes/No)	<u>Term Start</u> <u>and Term End</u>
A. PRIVATE SECTOR					
Aiello, Andrew 3375 Madison Pike Ft. Wright KY. 41017 - 859-814-2413	Transit Authority of Northern Kentucky	General Manager	Logistics /Transportation	Yes	7/1/2012 - 6/30/2014
Beynon, Colin 236 Wendell H Ford Blvd Erlanger, KY 859-817-8525	DHL Express	HR Director	Logistics /Transportation	Yes	3/1/2012 - 6/30/2014

LOCAL WORKFORCE INVESTMENT BOARD PLAN
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Dichiara, Dustin 4980 Houston Road Florence, KY 41042 859-594-4600	CHICK-FIL-A	Owner	Services	Yes	3/1/2013 - 4/30/2015
Dixon, Amanda, 300 Buttermilk Pike, Ste. 330, Ft. Mitchell, KY 41017/859-578-6396	NKY Chamber of Commerce	Manager, Workforce Talent Solutions	Service	Yes	7/1/2013 - 6/30/2015
Elenbaas, Gretta 4600 Houston Road Florence, KY 41042	Citi	VP of Recruiting	Service	Yes	5/1/2013 - 8/20/2015
Gibbons, Scott P.O. BOX 752000 CINCINNATI, OH 45275	Kenton County Airport Board	VP OF Administration	Logistics /Transportation	Yes	5/1/2013 - 8/20/2015
Iravett, Linda 4054 Sandstone Ct. Suite 200 Cincinnati, OH. 45245 513-753-8870	Just the Basics, Inc.	President CEO	Service	Yes	7/1/2012 - 6/30/2014
Grout, Michael 5 West 5th Street Covington, KY 41011 859-442-7877	C Forward Inc.	Technical Services Manager	IT	Yes	7/1/2012 - 6/30/2014
Hall, Vera 1 Medical Village Drive Edgewood, KY 41017 859-301-4728	St. Elizabeth Healthcare	System Director Heart & Vascular	Health	Yes	5/1/2013 - 8/20/2015
Henry, Kristie 48 James Street Williamstown, KY 41097	The Bank of Kentucky	Branch Manager/VP	Services	Yes	9/1/2013 - 6/30/2015

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859-824-7444					
Irwin, Jason 37 Atlantic Avenue Erlanger, KY 41018 859-746-4254	Toyota Motor Manufacturing	Assistant Project Manager	Advanced Manufacturing	Yes	7/1/2013 – 6/30/2015
Jones, Rebecca 1020 Petersburg Road Hebron, KY 41048 859-586-0600 X4164	Pomeroy	Manager Workforce Planning	IT	Yes	5/1/2013 – 8/20/2015
McGarvey, Scott, 8174 Mall Road Florence, KY 41042 859-444-6700	ArcPoint Labs	President/Owner	Service	Yes	7/1/2012 – 6/30/2014
Miller, Stacey 8040 Bluegrass Drive Florence, KY 41042 859-372-4804	Johnson Controls, Inc.	HR Manager	Advanced Manufacturing	Yes	3/1/2013 – 4/30/2015
Scroggins, Laura 8205 Highway 127 North Owenton, KY 40359 502-563-3478	Owen Electric Cooperative, Inc.	Process Improvement Training Admin	Energy	Yes	5/1/2013 – 8/20/2015
Smith, D'anne M., 1206 Highland Ave., Carrollton, KY 41008/502-314-2477	Mark Smith State Farm Insurance Agency	Business Co-Owner	Services	Yes	7/1/2012 – 6/30/2014
Toebbe, Bernadette 139 East Fourth Street Cincinnati, OH 45202 859-534-4446	Duke Energy	HR Consultant	Energy	Yes	3/1/2012 – 6/30/2014
Tyson, Michelle	Cummins Inc.	Senior Financial	Services	Yes	9/1/2013

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3418 Rector Road Morningview, KY 41063 859-426-4989		Analyst			- 6/30/2015
Vergamini, Tom 1717 Dixie Highway, Suite 910 Covington, KY 41011 859-547-4302	Taft, Stettinium, & Hollister, LLP	Attorney	Services	Yes	7/1/2012 - 6/30/2014
B. PUBLIC ASSISTANCE AGENCY					
McGuire, Robin KY CHFS DCBS/Northern Bluegrass Service Region 8311 U.S. 42 FLORENCE, KY 41042 359-525-6783 X 305	Dept for Community Based Services	SRAA			7/1/2013 - 6/30/2015
C. ORGANIZED LABOR					
Donoghue, Timothy 8671 Valley Circle Drive Florence, KY 41042 513-477-4331	N KY Central Labor Council	Member			3/1/2013 - 4/30/2015
Mullins, Jason 1125 Victory Place Hebron, KY 41048 513-503-8412	Iron Workers Local 44	Manager			3/1/2013 - 4/30/2015
D. VOCATIONAL REHABILITATION					
Henson, Ryan 8020 VETERANS MEMORIAL DRIVE FLORENCE, KY 41042 859-371-9450 X 28424	Office for Vocational Rehabilitation	Branch Manager			7/1/2013 - 6/30/2015
Lee, Tammi 8020 Veterans Memorial Drive	Office for the Blind	Counselor			7/1/2011 -

**LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 - 2014**

Florence, KY 41042 859-371-3380					6/30/2014
E. COMMUNITY-BASED ORGANIZATION					
Winkler, Wonda P.O. Box 325 NEWPORT KY 41072 859-491-8308 X2417	Brighton Center	Vice President			1/1/2003 – 6/30/2015
Ramsey, Bridgette 2400 Reading Road, Cincinnati OH 45202 513-762-7278	United Way of Greater Cincinnati	Associate Manager			7/1/2011 – 6/30/2015
Govan, Denise 315 EAST 15TH STREET COVINGTON, KY 41011 859-431-1000 X 121	Life Learning Center	Director and Chief Operating Officer			7/1/2011 – 6/30/2015
F. ECONOMIC DEVELOPMENT AGENCY					
Costello, Nancy 50 E. Rivercenter Blvd. Covington, KY 41042 859-757-0520	Vision 2015	Initiatives Coordinator			7/1/2012 – 6/30/2014
Lester, Dustin 300 Buttermilk Pike, Suite 332 Fort Mitchell, KY 41017 859-344-0040	Tri-County Economic Development	Manager			3/1/2013 – 4/30/2015
G. PUBLIC EMPLOYMENT AGENCY					
Miller, Jennifer 8020 Veterans Memorial Drive Florence, KY. 41042 859-371-0808	Office of Employment and Training	Regional Program Manager, NKY Area			7/1/2011 – 6/30/2015
H. EDUCATIONAL AGENCY					

**LOCAL WORKFORCE INVESTMENT BOARD PLAN
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Lusk-Page, Polly 7310 Turfway Road Suite 115 Florence, KY. 41042 859-282-9214 X101	Northern Kentucky Education Council	Executive Director			7/1/2012 – 6/30/2014
Berling, Vickie 270 B Campbell Hall, Nunn Drive Highland Heights KY. 41099 859-392-2401	Northern Kentucky University	Executive Director			7/1/2012 – 6/30/2014
I. LOCAL ELECTED OFFICIAL (list contact information even if CEO is not a member of the WIB)					
J. OTHER CATEGORY					
T. (1) One Stop Partner					
Lisa Cooper (WIA Title I), 22 Spiral Drive, Florence, KY 41042/859-283-1885/859-283- 8178	N Kentucky Area Development District	Executive Director			* Please see bottom.
Karlage, Martha (Adult Education), 99 Center Street, Florence, KY 41042/859-282- 4629	Boone County Adult Education	Director			7/1/2012 – 6/30/2014
Tandy, Florence (Title V Older American Act) 717 Madison Ave. COVINGTON, KY 41011 859-581-6607	N Kentucky Community Action Commission	Executive Director			* Please see bottom.

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Taylor, Angela (Post-secondary Vocational Education) Boone Campus 500 TECH WAY FLORENCE, KY 41042 859-442-1162	Gateway CTC	Vice President			* Please see bottom.
K. YOUTH COUNCIL CHAIRPERSON (list contact information even if YCC is not a member of the WIB)					

* Top manager of the Facility. Term dates do not apply.

ATTACHMENT C

Workforce Investment Board Subcommittee List

Program Year 2013

WIB: Northern Kentucky _____ Date Submitted: 09/05/2013 _____

LWIA: Northern Kentucky _____

LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 - 2014

If applicable, provide a current list of the Board's committees and/or task forces along with a summary of the committee's objectives.
(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

Name of Committee or Task Force	Objective / Purpose of Committee or Task Force
Program/Youth Committee	<p>The functions of the Program and Youth Committee are:</p> <ul style="list-style-type: none"> i. To review and make funding recommendations to the Board for Adult, Dislocated Worker and Youth program activity. ii. Oversee the Approved Vendor List (AVL) to ensure the use of quality programs that align with the WIB'S identified industry cluster. <p>The committee shall maintain a Youth Council to address youth-focused issues as needed.</p>
Membership & Board Operating Committee	<p>The functions of the Membership and Board Operating Committee are to:</p> <ul style="list-style-type: none"> i. Solicit, review and nominate WIB members, ii. Bi-annually develop slate of officers for WIB consideration, iii. Monitor participation of members on Board and standing committees per by-law requirements, iv. Participate in Board orientations, v. Establish schedule of information items for each Board meeting agenda, vi. Coordinate participation of WIB members with other community initiatives.
Marketing Committee	<p>The functions of the Marketing and Development Committee are to:</p> <ul style="list-style-type: none"> i. Develop and implement marketing strategies for the purpose of promoting the work of the WIB and the One Stop, ii. Develop additional resources for the Board and the One Stop,
Business Services Committee	<p>The functions of the Business Services Committee are:</p> <ul style="list-style-type: none"> i. To oversee performance of the One Stop system in terms of employer services and regional initiatives,

LOCAL WORKFORCE INVESTMENT BOARD PLAN
PY 2013 - 2014

	<ul style="list-style-type: none">ii. To build partnerships with community organizations such as Vision 2015, Tri-ED, and the Northern Kentucky Chamber,iii. Gather Data and report back to the WIB and its relevant standing committees on One Stop performance dataiv. Periodically, oversee and administer labor market survey processes to determine customer satisfaction.
Executive Committee	<p>The functions of the Executive Committee are to facilitate decision making processes of the Board. This includes;</p> <ul style="list-style-type: none">i. setting direction in accordance with the Strategic Plan,ii. annual review of bylaws and memoranda of agreements, andiii. development and implementation of policies and procedures.

ATTACHMENT D

Workforce Investment Area Sub-Grantee List

Program Year 2013

WIB: Northern Kentucky

Date Submitted: 09/05/2013

**LOCAL WORKFORCE INVESTMENT BOARD PLAN
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LWIA: Northern Kentucky

(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

Name of Sub-Grantee	Services Provided	Funding Source	Provider Location
Brighton Center, Inc.	WIA Title I Core & Intensive (including Job Seeker and Business Services)	WIA Title IB – Adult and Dislocated Worker funds	Northern Kentucky Career Centers in Florence, Covington, Carrollton, and Williamstown
Pendleton County Board of Education	WIA Title I Core & Intensive (including Job Seeker and Business Services)	WIA Title IB – Adult and Dislocated Worker funds	Northern Kentucky Career Centers in Falmouth
Jefferson Community and Technical College - Carrollton	Jobs for American Grads	WIA Title IB – Youth funds	324 Main Street, Carrollton, KY 41008

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ATTACHMENT E

Workforce Investment Area Business Services Team

Program Year 2013

WIB: Northern Kentucky

Date Submitted: 09/05/2013

LWIA: Northern Kentucky

(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

Name of Team Member	Agency/Organization	Location	Team Role
Jason Ashbrook	Kentucky Career Center/ NKADD	Florence/ Covington	Local KCC Director and BST Manager; BST Core Team
Amanda Dixon	NKY Chamber of Commerce	Ft. Mitchell	Director, Workforce Talent Solutions
Amie Gosser	NKADD/ Youth Program	Florence	Youth Internships
Marsha Baker	NKADD/ Point Person- Airport Career Center	Airport	Airport Business Services
Ellen Bates	Brighton Center, Inc.	Covington	Transportation and Adv. Manufacturing Sectors
Michael Borchers	OET/ Job Order Specialist and Intake	Florence	Job Orders and Employer Assist.

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Brenda Campbell	Gateway Community and Technical College	Boone Campus	KCTCS workforce solutions for businesses
Stephanie Cooper	Brighton Center, Inc.	Carrollton Career Center	BST Industry Generalist
Mary Decker	Brighton Center, Inc.	Florence	BST Core / Supervisor Team member; BST Core Team
Doug Beard	Pendleton County Board of Ed.	Pendleton Career Center	BST Core Team member/ Employer Liaison
Dustin Lester	Tri-Ed Economic Development Corp.	Ft. Mitchell	Business Retention and Expansion
Jane Myers	OET	Florence Career Center	Operations Admin./ OET Support
Lisa Elliott	OET	Covington Career Center	Consultant/ OET Support
Emela Halilovic	NKADD	Newport	Youth Services
Mary Fennell	NKADD	Florence Career Center	BST Health Industry Sector; BST Core Team
Karen Frakes	NKADD	Covington Career Center	Point Person
Katrina Harris- Greene	Brighton Center, Inc.	Grant County Career Center	BST Industry Generalist
Shawnte Hodge	Brighton Center, Inc.	Covington Career Center	BST- Services Industry Sector
Sara Hawkins	Brighton Center, Inc.	Florence Career Center	BST- Energy and IT Sectors
Thomas Heilman	Brighton Center, Inc.	Covington Career Center	BST- Outreach Specialist; BST Core Team
Karla Helton	Brighton Center, Inc.	Covington Career Center	BST- Career Transition Specialist

LOCAL WORKFORCE INVESTMENT BOARD PLAN
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Ryan Henson	OVR	Florence Career Center	OVR Branch Manager
Tina Holt	NKADD	Covington Career Center	Point Person
Tina M. Holt	NKADD	Florence Career Center	Point Person
Tammi Lee	Office for the Blind	Florence Career Center	Vocational Counselor
Lisa Stethen	Jefferson Community and Technical College	Carrollton	Workforce Solutions (KCTCS) – Carroll County
Marie Mahan	OET	Airport Career Center	Airport Business Services
Lauren Mann	Brighton Center, Inc.	Florence Career Center	Rapid Response Coordinator; BST Core Team
Cheryl Martinez	OVR	Florence Career Center	Employer Relations Specialist
Larry McNabb	OFB	Florence Career Center	Vocational Counselor
Melissa Patchell	NKADD – Employment Connections	Newport	Job Developer
Melissa Sommer	Brighton Center, Inc.	Newport	Director of Workforce Development
Jennifer Miller	OET	Florence	Regional Program Manager; BST Core Team
JoEllen Mitchell	Pendleton County Schools	Pendleton Career Center	Director of Adult Education and Satellite Career Center; BST Core Team
Tiffany Osborne	Brighton Center, Inc.	Florence Career Center	BST- Services Industry Sector

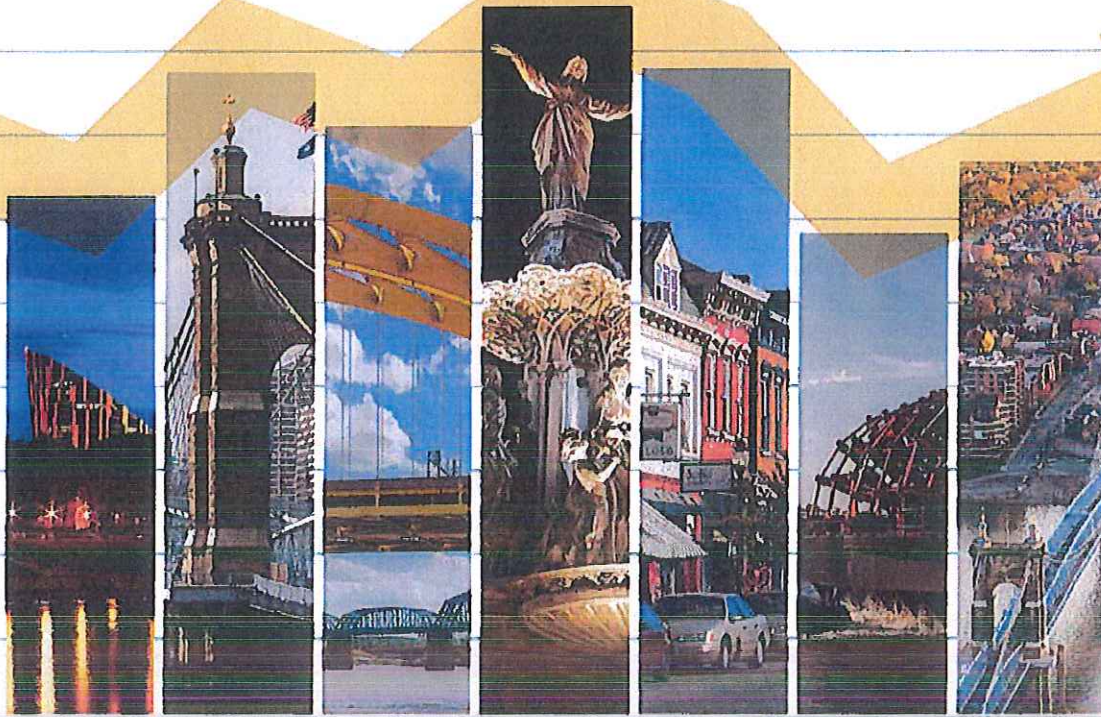
LOCAL WORKFORCE INVESTMENT BOARD PLAN
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Phil Acardi	Gateway Community and Technical College – KCTCS	Boone campus	Workforce Solutions
Samantha Kleckner	Brighton Center, Inc.	Florence Career Center	BST- Industry Sector Generalist
Cathy Rogers	NKADD	Covington Career Center	BST- Health Industry Specialist; BST Core Team
Kim Rose-Ulreich	Brighton Center, Inc.	Covington Career Center	BST- IT and Energy Industry Specialist; BST Core Team
Mary Stone	Brighton Center, Inc.	Florence Career Center	BST- Industry Sector Generalist
Susan Kidwell	NKADD	Florence Annex	WIA Youth- Employer services
Tara Helms	NKADD	Florence Annex	WIA Youth Supervisor; BST Core Team
Tonia Slone	NKADD	Florence- NKADD	Youth and Health Connections Program Manager; BST Core Team
Canis Wirth	OET	Florence Career Center	Trade Facilitator
Ken Woher	OET	Florence Career Center	Local Veterans Employer Representative; BST Core Team

Greater Cincinnati & Northern Kentucky

2020 Jobs Outlook

A regional indicators report



"As one of the region's largest employers, much of our success depends on our ability to attract, retain and develop talent. The Jobs Outlook report gives our community the data we need to prepare our local talent pool for in-demand jobs."

—John Prout, President and CEO, TriHealth, Inc.

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PARTNERS FOR A
COMPETITIVE
WORKFORCE

Vision 2015

Agenda 360

Using the Bureau of Labor Statistics data, the Center for Economic Analysis and Development at Northern Kentucky University and the Institute for Policy Research at the University of Cincinnati prepared and analyzed all data in this report.

Key observations and opportunities

1) The Cincinnati region is projected to grow, and remain one of the largest economies of our competitor regions.

Our economy is projected to add a minimum of 106,115 net new jobs by 2020. Combining those net new jobs with 232,517 replacement jobs, the Cincinnati region is projected to have 338,632 job openings over the decade. By 2020, our region will have total employment of 1,069,405 jobs — ranking us fifth among our peer regions.*

Opportunity: *These growth projections are based on historical trends. Aggressive new strategies in economic development should accelerate this growth trajectory, making these projections conservative. By the end of May 2012, we had already added 13,700 new jobs in our region and if we continue at this same pace, 2012 will exceed these projections.*

*Source: Agenda 360 and Vision 2015 (www.regional-indicators.org)

2) Occupations related to healthcare, education, business, finance, and technology are the fastest growing and best paying.

Healthcare practitioners; education related occupations; business and financial occupations; and computer and mathematical occupations are the only major occupation groups that are projected to be fast growing (more than 2% a year), well-paying (median wage above \$33,130), and to have a significant number of jobs in 2020 (more than 30,000). These four occupational groups represent one in every five jobs in our economy.

Production occupations are projected to grow by 2.9% and will represent our region's sixth-largest occupation group with over 70,000 jobs that pay near the median wage.

Construction and Installation, Maintenance, & Repair occupations pay above the median wage and are projected to grow, to roughly 31,000 and 37,500 jobs, respectively.

Opportunity: *Education and training programs can now target growing occupation groups that offer strong wages and a significant number of jobs.*

3) Education or training beyond high school is required for well-paying jobs.

Among jobs paying \$33,130 or more, 92% will require some combination of post-secondary education, on-the-job training, and/or work experience beyond one year. 31% of these higher-paying jobs will require a Bachelor's degree or higher.

Opportunity: *Our community can develop clear pathways for current workers to advance their skills through retraining tied to in-demand occupations and we can guide students to obtain at least one year of education or occupational training beyond high school that results in an industry-recognized credential. Colleges and universities can build on those credentials and tie curriculum more closely to career opportunities.*

"The Regional Indicators Jobs Outlook database will allow us to guide students to careers in growing industries, make our curriculum more responsive to where our economy is headed, and strengthen our partnerships with area companies."

— Father Michael Graham, President, Xavier University

"Working with our higher education partners and regional employers to leverage the incredible data that are emerging from this work will be a priority for us. We've had great success in improving our graduation rates over the past several years in part because of our wonderful corporate and postsecondary partners. These data will further inform the programming and curriculum we provide throughout the district so as to better prepare our students for in demand jobs."

— Mary Ronan, Superintendent, Cincinnati Public Schools

About this report

Our community has a long history of using data to drive action.

We produced this report because we know that skilled talent drives regional economic prosperity. Yet our region has consistently ranked in the bottom third on educational attainment rates, when compared to the peer regions in our Regional Indicators Report.*

Our intent with this project is to forecast our region's job outlook: where the jobs will be in 2020 and what education and training will be in highest demand. The data presented here is not destiny. But it is a valuable directional guide for targeting our job creation and workforce preparation efforts to accelerate growth in our regional economy.

Using these data, we can prepare our workforce for in-demand jobs and reach our community's Bold Goals to have 45% of adults in our region hold an Associate's degree or higher and 90% of the labor force gainfully employed by 2020.*

Armed with new insights, we will identify opportunities to build career pathways for current workers and the students in our local talent pipeline. We will engage our educational institutions to align academic programs, curriculum, and credentials to better respond to labor market needs. Finally, we will help jobseekers and students understand the education and training required for jobs with high growth potential and good wages.

This report offers us a new opportunity to work together, aligning employers, educational institutions, and community organizations in preparing our workforce for the jobs of the future. We invite you to join us in this effort.

Greg Landsman, The Strive Partnership
Bill Scheyer, Vision 2015

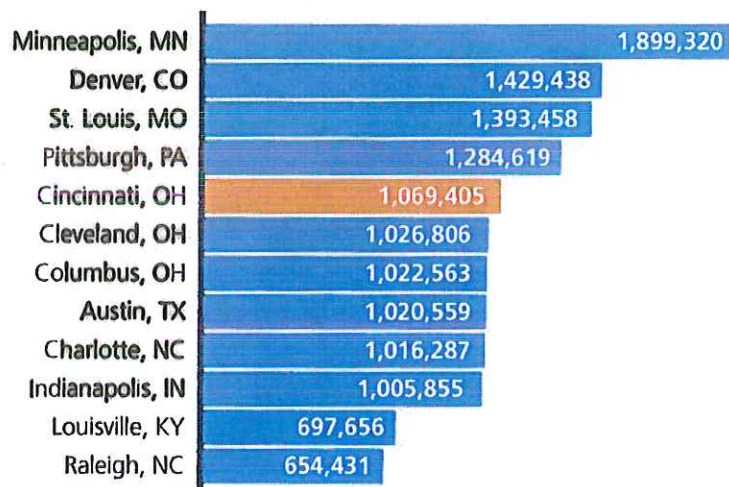
Ross Meyer, Partners for a Competitive Workforce
Mary Stagaman, Agenda 360

What is our job outlook?

*Total employment in the Cincinnati region by 2020 is projected to be larger than seven of our peer regions.**

Nationally, non-farm payroll employment is projected to increase by 1.4% annually and add 18.2 million jobs over the decade. In the Cincinnati region, non-farm payroll employment is projected to increase by 1.1% annually and add 106,115 net new jobs by 2020. Combined with 232,517 replacement jobs, the Cincinnati region is projected to have 338,632 job openings over the decade making a total employment of 1,069,405 jobs.

Total Jobs by Region, 2020



"Greater Cincinnati will have over 300,000 job openings in the next decade. We must retrain the current workforce to effectively compete for in-demand jobs of the future. The Jobs Outlook allows our career counselors to see growth projections clearly tied to the education and training requirements needed to succeed."

— Barbara Stewart, Director, Northern Kentucky Workforce Investment Area

*Source: Agenda 360 and Vision 2015 (www.regional-indicators.org)

†For more information on the Bold Goals, go to United Way of Greater Cincinnati (www.uwgc.org).

Where are the jobs going to be?

In the Greater Cincinnati/Northern Kentucky region, occupations related to health care; community and social services; and computer and mathematical science are expected to grow most rapidly; however, office and administrative and sales occupations are projected to have the largest number of jobs in 2020.

Several sectors are projected to lose jobs, including protective services; life, physical and social sciences; management; architecture and engineering; and farming, fishing and forestry.

Ten occupational groups are not projected to regain 2005 pre-recession employment levels by 2020, including production; construction and extraction; transportation and material moving; management; and architecture and engineering.

Occupational Group, Ranked by Number of Jobs in 2020	Annual Median Wage, 2010	10-Year Growth Rate	Total Jobs, 2020
ALL OCCUPATIONS	\$33,130	11.0%	1,069,405
Office & Administrative	\$30,820	12.8%	195,906
Sales & Related	\$25,710	17.2%	120,725
Food Preparation & Serving	\$18,290	3.1%	94,163
Healthcare Practitioners & Technical	\$57,130	29.5%	76,646
Transportation & Material Moving	\$26,840	3.3%	74,355
Production	\$32,930	2.9%	72,537
Education, Training & Library	\$42,780	13.1%	62,947
Business & Financial	\$56,710	5.0%	50,672
Healthcare & Support	\$25,320	54.5%	49,811
Installation, Maintenance & Repair	\$40,150	5.0%	37,520
Management	\$92,960	-9.1%	36,705
Computer & Mathematical Science	\$68,010	26.5%	33,378
Construction & Extraction	\$40,990	2.2%	31,590
Building, Grounds, Cleaning & Maintenance	\$22,840	6.9%	30,395
Personal Care & Service	\$20,350	6.8%	24,628
Protective Service	\$34,150	-3.7%	19,211
Community & Social Services	\$37,630	36.7%	16,866
Architecture & Engineering	\$68,160	-9.6%	14,419
Arts, Design, Entertainment, & Sports Media	\$37,360	11.7%	12,665
Legal	\$67,260	25.8%	7,888
Life, Physical, & Social Science	\$53,670	-4.5%	5,816
Farming, Fishing, Forestry	\$22,090	-14.8%	563

Where can I get more detail?

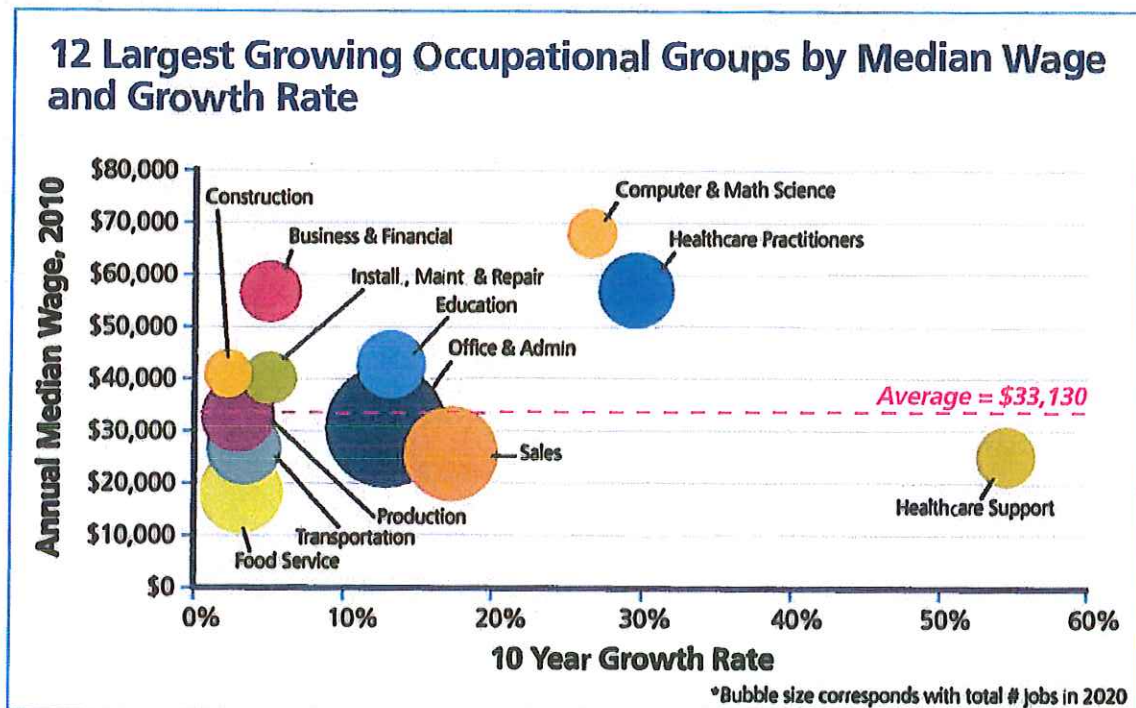
Our desire to provide actionable information used by business and organization leaders across the region is enhanced by the powerful database from which this report was created. Practitioners and daily users of occupational data can now search a robust database with over 800 occupations. Understanding the projected growth, replacement needs, annual median wage, and training and education requirements for specific jobs will allow our region to promote programs that address the realities of the job market and provide a skilled workforce that drives economic growth. Access to the database can be obtained by contacting one of the sponsoring or research partners.

If you would like more information on the data source and methodology used in this report, as well as access to additional data tables, please visit www.regional-indicators.org.

What will be the highest paying jobs?

Of the highest paid occupational groups, healthcare practitioners; computer and mathematical science; and business and financial occupations are growing and offer a significant number of jobs.

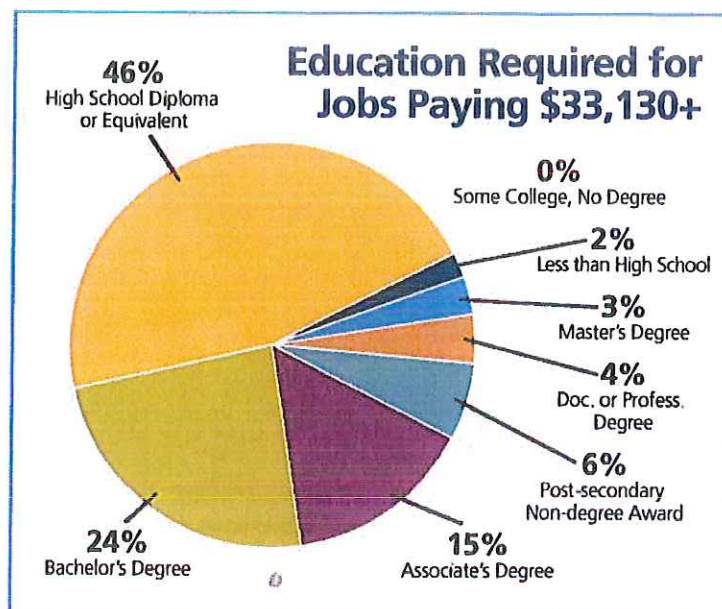
However, some of the largest occupational groups, such as office and administrative; sales; and food service, pay below the median wage.



What preparation will be required for higher-paying jobs?

By 2020, 50% of all job openings will require some combination of post-secondary credentials, on-the-job training and work experience beyond one year. However, 92% of all higher-paying jobs (pay more than a median wage of \$33,130) will require that preparation.

For 52% of higher-paying jobs, training and experience won't be enough — these jobs will require a post-secondary credential, ranging from post-secondary non-degree awards to doctoral or professional degrees. Persisting in college to earn a degree is critical. Time spent in college that does not result in a degree or credential will be insufficient when trying to attain a job paying more than the median wage.



Top 50 Occupations with an Annual Median Wage of \$35,000+

Occupation Ranked by Number of Jobs in 2020	Total Jobs 2020	Replacements 2010-2020	Net New Jobs 2010-2020	Total Openings 2010-2020	Annual Median Wage	Education Needed	Work Experience	On-the-Job Training
Registered Nurses	33,960	4,210	10,700	14,910	\$61,170	A	0	0
Sales Reps., Wholesale & Manufacturing, Except Technical & Scientific Products	11,929	2,932	-531	2,401	\$54,590	HS	0	Moderate
First-Line Supervisors/Managers Of Office And Administrative Support Workers	11,926	2,688	1,876	4,564	\$46,080	HS	1-5 yrs	0
Truck Drivers, Heavy & Tractor-Trailer	10,797	1,954	977	2,930	\$37,210	HS	1-5 yrs	Short
Licensed Practical & Licensed Vocational Nurses	7,951	1,606	1,931	3,537	\$41,620	PSA	0	0
Elementary School Teachers, Except Special Education	7,889	1,791	-261	1,530	\$53,890	B	0	Intern
Executive Secretaries & Executive Administrative Assistants	7,621	1,104	-609	495	\$40,010	HS	1-5 yrs	0
Accountants & Auditors	7,311	1,641	-329	1,313	\$58,790	B	0	0
Sales Reps., Services, All Other	6,732	1,424	1,882	3,306	\$47,090	HS	0	Short
Secondary School Teachers, Except Special & Career/Technical Education	6,674	2,100	-1,006	1,094	\$56,240	B	0	Intern
General & Operations Managers	6,379	1,402	-1,161	241	\$98,000	A	1-5 yrs	0
Sales Reps., Wholesale & Manufacturing, Technical & Scientific Products	6,193	1,069	1,653	2,722	\$77,880	B	0	Moderate
Business Operations Specialists, All Other	5,139	1,076	-471	605	\$59,050	HS	<1 yr	Long
Financial Managers	5,049	718	1,129	1,847	\$101,340	B	>5 yrs	0
Carpenters	4,917	888	727	1,615	\$37,640	HS	0	App
Lawyers	4,892	715	1,132	1,846	\$93,260	P	0	0
First-Line Supervisors/Managers Of Production & Operating Workers	4,436	628	-364	264	\$55,990	PSA	1-5 yrs	0
Insurance Claims & Policy Processing Clerks	4,414	1,029	984	2,013	\$35,560	HS	0	Moderate
Electricians	4,365	1,140	135	1,275	\$49,930	HS	0	App
Industrial Machinery Mechanics	4,347	590	1,277	1,867	\$46,090	HS	0	Long
Automotive Service Technicians & Mechanics	4,297	971	537	1,508	\$36,640	HS	0	Long
Management Analysts	4,290	686	80	766	\$71,470	B	1-5 yrs	0
Insurance Sales Agents	4,214	680	1,244	1,924	\$40,540	HS	0	Moderate
Securities, Commodities, & Financial Services Sales Agents	4,205	859	1,095	1,953	\$48,120	B	0	Moderate
Machinists	4,070	826	-430	396	\$38,600	HS	0	Long
Sales Managers	3,832	847	922	1,770	\$99,870	B	1-5 yrs	0
Computer & Information Systems Managers	3,563	394	983	1,377	\$106,760	B	>5 yrs	0
Operating Engineers & Other Construction Equipment Operators	3,315	535	1,005	1,540	\$43,380	HS	0	Moderate
Police & Sheriff's Patrol Officers	3,263	1,046	-437	609	\$55,380	HS	0	Moderate
Loan Officers	3,194	610	814	1,424	\$48,810	HS	0	Moderate
Pharmacists	3,181	577	911	1,489	\$109,340	P	0	0
Middle School Teachers, Except Special & Career/Technical Education	3,120	708	-100	608	\$49,540	B	0	Intern
Heating, Air Conditioning, & Refrigeration Mechanics & Installers	2,982	343	1,042	1,384	\$47,480	PSA	0	Long
Firefighters	2,942	884	-378	506	\$35,440	PSA	0	Long
Production, Planning, & Expediting Clerks	2,779	631	369	1,001	\$37,730	HS	0	Moderate
First-Line Supervisors/Managers Of Mechanics, Installers, & Repairers	2,702	774	-238	536	\$57,820	HS	1-5 yrs	0
Plumbers, Pipefitters, & Steamfitters	2,619	716	139	855	\$49,060	HS	0	App
Financial Analysts	2,603	386	783	1,169	\$75,170	B	0	0
Loan Interviewers & Clerks	2,595	482	375	857	\$36,030	HS	0	Short
Managers, All Other	2,548	609	-192	416	\$104,800	HS	1-5 yrs	0
First-Line Supervisors/Managers Of Non-Retail Sales Workers	2,532	614	92	706	\$68,830	HS	>5 yrs	0
Correctional Officers & Jailers	2,529	342	509	851	\$35,940	HS	0	Moderate
First-Line Supervisors/Managers Of Construction Trades Workers	2,515	560	85	645	\$54,470	HS	>5 yrs	0
Administrative Services Managers	2,475	455	635	1,090	\$93,610	HS	1-5 yrs	0
Personal Financial Advisors	2,464	186	844	1,030	\$64,930	B	0	0
Claims Adjusters, Examiners, & Investigators	2,335	521	295	817	\$56,930	HS	0	Long
Educational, Guidance, School, & Vocational Counselors	2,224	343	624	967	\$60,130	M	0	0
Construction Managers	2,186	103	586	689	\$83,310	A	>5 yrs	0
Physical Therapists	2,127	166	707	873	\$72,480	P	0	0
Postal Service Mail Carriers	2,110	1,037	-210	827	\$54,470	HS	0	Short

*** Due to changes in the Bureau of Labor Statistics Occupational Codes, some detailed occupations which are classified under the Healthcare Practitioners and Technical Occupations major group could not be accurately projected and as a result, are not represented in this list. However, Healthcare Practitioners and Technical Occupations as an entire group are projected to be a significant part of the Cincinnati MSA workforce in 2020.

Replacements and Net New Jobs may not equal Total Openings due to rounding.

EDUCATION KEY

LHS = less than high school
 HS = high school diploma/equivalent
 PSA = postsecondary non-degree award
 A = Associate's degree
 B = Bachelor's degree
 P = Professional degree

ON THE JOB TRAINING KEY

0 = none
 Short = less than 1 month
 Moderate = 1-12 months
 Long = more than 1 year
 App = apprenticeship
 Intern = Internship

"One of our greatest challenges is finding ways to ensure that all segments of the population have opportunities to contribute to, and benefit from, the productivity of our region. The Jobs Outlook report provides the detailed information the Urban League needs to customize our job training, youth development, and economic empowerment programs."

—Donna Jones Baker, President, Urban League of Greater Cincinnati

Northern Kentucky Regional Plan

Integrated Trade Services

November 10, 2010

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Regional Plan: Integrate Trade Services

Trade Program Training Tutorial

Trade Process Spreadsheet

TRA and TAA Flow Charts

Benefits Allowable Chart

TAA Worker Handbook



.....
Your Resource for Workforce
Readiness & Development

2009/2011 AMENDMENTS

Petitions TA-W-70,000 through TA-W-79,999

Petitions TA-W-81,000 and above

KENTUCKY CAREER CENTER'S

NORTHERN KENTUCKY REGIONAL PLAN

INTEGRATED TRADE SERVICES

OET – Office of Employment & Training Staff

LWIA – Local Workforce Investment Area Staff

EKOS – Employ Kentucky Operating System

NORTHERN KENTUCKY'S Regional Plan for Integrated Trade Services-2009/2011

Service	TAAEA OF 2011 - CHANGES
<p>TAA funded training is available for up to 117 weeks of cash payments to workers enrolled in full-time training.</p> <p>Up to 130 weeks of cash payments if the worker is allotted 13 weeks of Completion TRA, which are only available if needed for completion of a training program and if training benchmarks are met.</p> <p>Federal Good Cause Information can be found on pages 22-23 of TEGL 10-11. There are 9 factors for consideration.</p>	<ol style="list-style-type: none"> 1. Service and manufacturing sector workers may be covered; 2. Retroactive Provisions- A choice between 2002 & 2011 benefits petition numbers 80,000-80,999 - deadline was March 19, 2012 – Equitable Tolling may apply - additional information on pages 10-12 of TEGL 10-11; 3. Completion TRA and Benchmarks – see section 858C; 4. Elimination of remedial TRA – as a “category” of TRA, although remedial & prerequisite training should continue to be part of an approved training plan where appropriate. Remedial & prerequisite training will no longer result in the worker’s eligibility for up to 26 additional weeks of TRA; 5. Elimination of three training waivers – These three are allowable under 2011 – 1) Worker in Poor Health 2) Delay in enrollment Availability 3) TAA Training Funds not Available; 6. Job search & relocation allowances – see section Job search/Relocation Assistance; 7. HCTC tax credit coverage is 72.5%; 8. Federal good cause –Allows for a waiver for good cause of deadlines relating to time limitations on filing an application for TRA or enrolling in training. This provision supersedes the state good cause

provision applicable to these deadlines under the 2009 amendments;
9. RTAA at TAA 2002 benefit levels.

Please review TEGL 10-11

Service	TRADE PETITION
	<ol style="list-style-type: none"> 1. Employer Trade petition may be filed by several different individuals/groups – including a One-Stop Partner according to Trade regulations; 2. OET or LWIA staff may assist the employer and/or employees in completing a petition if they chose to submit one; 3. Regional Trade Facilitator will check petition web site on a monthly basis to determine if any trade petitions have been filed or approved in the NKWIA service delivery area; 4. If petitions are found approved, Regional Trade Facilitator will disseminate information to Rapid Response Lead, LWIA Director, OET Regional, One-Stop Managers and other staff as determined. 5. Website location for petition is: doleta.gov

Service	RAPID RESPONSE
	<ol style="list-style-type: none"> 1. LWIA Rapid Response Lead is responsible for arranging initial RR employer meeting; 2. Follow local area RR plan in coordination of services with all One-Stop partners and community agencies; Partners may include: Health Department, Dept. for Vocational Rehabilitation, Office of Employment & Training, WIA, Dept. of Labor, Adult Education, Veterans, Regional Trade Facilitator, & Dept. of the Blind. 3. LWIA Rapid Response Lead is responsible for entering RR

Service	OUTREACH
<p>Helpful Hints:</p> <p>Liable State – The state which administers the applicable state UI law. This is usually the state where the company is located, however not always.</p> <p>Agent State- Takes applications, provides re-employment services, provides information to the liable state for determinations, procures and pays for approved training including subsistence & transportation.</p> <p>The Liable/Agent State field now has an additional value of "In State" to identify a participant's record being reported by the state which is the same state the TAA participant lives, receives UI benefits and receives TAA training services.</p>	<ol style="list-style-type: none"> 1. Outreach activities begins once petition is filed and/or certification trade-eligible customers; 2. OET Regional Trade Facilitator is responsible for providing outreach activities to the customer; 3. After petition certification, the initial outreach activity will be the development and distribution of the Letter of Potential Services to all impacted workers from the dislocation event. The letter will schedule a trade orientation meeting which will be held no later than 3 weeks after certification notification. The company will be contacted for name and address listing of affected individuals. The letter will be used to schedule the orientation session and request necessary documents to bring such as, two forms of identification, one having a picture and the DD-214, if applicable; 4. OET Regional Trade Facilitator will schedule an Orientation session to provide information about available Trade services; 5. OET Regional Trade Facilitator will enter information about the outreach services provided in each customer's EKOS record. 6. All communications related to RR activities should be copied to the Rapid Response Lead.
	<p>data/activities in EKOS for employers and individuals(Reference Trade Guide pgs 17-19);</p> <ol style="list-style-type: none"> 4. OET and LWIA can provide information for a full Focus Career registration; Or EKOS for incumbent workers registration.

Service	ORIENTATION
<p>Helpful Hints – Process to be completed:</p> <p>Registration for work thru www.oet.ky.gov;</p> <p>Completion of forms 855 & 855A;</p> <p>Copy of worker's DD214;</p> <p>Copy of SS card & driver's license;</p> <p>Completion of Focus Career;</p> <p>Schedule 1st case management meeting.</p> <p>A change for 2009 is OET must first provide employment case management services with documentation in EKOS prior to referral to WIA.</p> <p>OET Case Manager confers with WIA Case Manager for potential start dates for training.</p>	<ol style="list-style-type: none"> 1. The TAA Orientation session is led by the OET Regional Trade Facilitator. 2. The trade orientation meeting will be held no later than 3 weeks after date of certification notification; 3. Orientation will include information regarding services of the Career Center and partners; 4. OET will assist with filing the UI Claim; 5. The TAA Customer Handbook should be distributed to affected workers during Orientation. All participants are to sign the acknowledgement page with original in OET hard copy file. OET will provide copy of acknowledgement page to WIA at referral. 6. Request copies of the Handbook by contacting taa.coordinator@ky.gov at least one week prior to the orientation event. 7. OET will document Orientation activities in each customer's EKOS record.

Service	ELIGIBILITY
<p>Helpful Hints – Please see available Trade check list for case files.</p> <p>WIA funds cannot be expended on customers who are not registered with selective service. Should the customer be past their 26th birthday a lengthy process which could</p>	<ol style="list-style-type: none"> 1. OET will assist the customer in the completion of the following forms: ➤ TAA-855 2. OET will collect documents such as copies of driver's license, social security cards, and DD-214. If customer becomes co-enrolled, OET will share copies of these documents with the LWIA. 3. For those male customers who are remotely interested in training OET

take up to 90 days must be followed to determine their eligibility for training. Therefore it is vital to begin this process as quickly as possible.

will access the selective services website <http://www.sss.gov> to determine if customer is registered. If customer is registered a copy of the results will be placed in the case file. If the customer is not registered confer immediately with the local WIA Counselor for guidance. Note- Not a requirement for males born on or before 12/31/1959.

4. Co-enrollment may be determined at a later date. Anyone who will be receiving TAA training will be co-enrolled and will follow established policies and procedures for WIA eligibility and enrollment which will include:

- WIA 20
- Application
- TAA-858.

Service

INITIAL ASSESSMENT

Helpful Hints – If the participant is remotely interested in training – refer to Adult Education for GED/TABE testing as soon as possible.

OET local trade staff confers with WIA case manager on possible semester start dates.

1. OET and/or LWIA - Initial assessment of the participant may include a review of existing skills, work history, knowledge, credentials, a full focus career registration, etc. Participants may be referred to Adult Education as part of the assessment process as to utilize TABE, GED and/or Work Keys as an assessment tool.
2. Whomever completes the initial assessment is responsible for entering initial assessment data in EKOS including the Comp Assessment tab;
3. If the Participant was previously determined eligible for LWIA services, OET will update any new EKOS data including the Comp Assessment;
4. Based on the results of the initial assessment, OET or LWIA will provide or make referrals to additional services for which the

participant may be eligible.

5. WIA will provide OET with the following:

- Occupations in demand/WIB sectors
- Semester start/end dates

Note: A formal referral to WIA is not required for WIA to provide core services.

Service	LABOR MARKET INFORMATION (LMI)
	<ol style="list-style-type: none"> 1. All participants will be provided regional labor market information to assist them in beginning their job search. <u>Participants are expected to obtain employment at an 80% replacement rate of prior wages, as designated by the Trade Act.</u> 2. OET is responsible for providing the LMI data to the participant. LWIA will assist OET with the compiling of local data as available; 3. LMI data may be derived from an array of sources including, but not limited to, the following: <ul style="list-style-type: none"> • NKWIA WIB Sector Strategies which includes approved High Wage occupations • Local High Growth Occupations opportunities • Local and National Job Order Listings • Local Newspapers • Identified Online Resources

Service**EMPLOYMENT CASE MANAGEMENT****Helpful Hints –**

*The case management file must document for each participant that the worker has been notified of his/her enrollment in training deadlines.

Focus on reemployment;

Comprehensive assessment;

Diagnostic testing & use of other assessment tools;

In depth interview & evaluation to identify employment barriers;

Development of IEP;

Individual career counseling, job search & placement counseling;

Labor Market Information.

1. All Trade participants must be offered case management services to assist in their reemployment efforts. If participant refuses case management, appropriate refusal form will be signed by participant and placed in **OET** hard copy file.
2. **OET** will enter a Case Management service in **EKOS** for those who receive case management services. Case Management services will be provided at least monthly;
3. **OET** and **LWIA** will enter a case management service attached to the correct funding streams.
4. Employment Case Management services may consist of the following:
 - Individual Employment Plan (IEP) development;
 - Job search assistance
 - Job referrals
 - Workshops, job clubs, resume assistance, etc;

Helpful Hints – Acceptable Forms of Case Management

Scheduling a one-on-one meeting with the customer

Set up a space at the training facility where your customers can come and check in with you in between classes

Helpful Hints – Unacceptable Forms of Case Management

Calling and leaving a message for the customer to follow up for case management – If you do not speak with the customer, it is not case management

Mailing a letter asking the customer to follow up for case management – If you do not speak with the customer, it is not case management

IEP is a tool that establishes and documents employment goals and objectives, & possible training to achieve those goals and objectives. A thorough IEP must:

- Outline a reasonable path to reemployment;
- LMI regarding targeted and demand occupations and wage information by occupation, as well as length of training;
- Occupations that will meet an 80% wage replacement goal;
- Identify barriers for the selected occupation, & clearly establish how training will remove those barriers;
- If the participant selects an occupation that will not meet the 80% wage replacement goal, case notes and the IEP reflect the participant's decision.

Service	COMPREHENSIVE ASSESSMENT/IEP
<p>Helpful Hints –</p> <p>EKOS - Comp Assessment Module - Do not make any changes to, or delete, information in the free-text fields entered by another staff. You may update by adding current information. Begin each entry by posting your initials and date of entry.</p> <p>Identify specific occupations for the Trade certified worker that will meet an 80% wage replacement goal.</p> <p>Ensure that, if the customer selects an occupation that will not meet the 80% wage replacement goal, the case notes and the IEP reflect the customer's decision.</p>	<ol style="list-style-type: none"> 1. Specific information related to the participant's work history, job skills, work characteristics, training needs, etc. shall be documented in the Comp Assessment Tab of EKOS, and will be updated on an ongoing basis by the involved staff. <u>Information/Data shall not be deleted</u>; 2. Data entered into the Comp Assessment Tab is populated to the Employment Plan (IEP) Custom Tab to create a printable IEP for the customer; Staff will print a copy, have participant sign attesting understanding, and place in participant case file. 3. Staff must provide an initial copy of the IEP to the participant and a subsequent copy as information/data is modified throughout the participant's search for employment; Staff should document in case notes the initial copy of the IEP has been given to the participant. 4. IEP's will be kept in the participants OET case file and if co-enrolled, in LWIA case file.

Helpful Hints - Elements to include in the IEP:

1. Job skills, work history, education;
2. Assessment & other test results;
3. Specific occupation meeting the 80% wage replacement;
4. Job skills, requirements, certifications, or licenses that the worker lacks for employment;
5. Training plan meets all of the skills needs of the occupation within the available weeks of TRA benefits
6. LMI includes wage information, including whether the occupation will meet the 80% wage replacement goal
7. If TRA benefits will not cover the entire training time, document how the participant will cover the expenses with other income support;

Service	Completion TRA and Benchmarks 858C Plan
<p>Helpful Hints –</p> <p>Meeting training benchmarks is an eligibility requirement for Completion TRA.</p> <p>Completion TRA is to provide up to 13 more weeks of</p>	<ol style="list-style-type: none"> 1. KY is implementing benchmarks for all participants, regardless of which set of amendments their petition falls under. Participants are required to follow up with their case managers every thirty days and provide proof via 858c that their benchmarks are being met. Benchmarks must be established at the beginning of the participants

income support for a worker who has exhausted the maximum 65 weeks of Additional TRA and requires a longer period of income support to complete an approved training program.

Completion TRA may be payable to assist a worker to complete training that leads to a degree or industry-recognized credential.

In order to qualify for Completion TRA all 5 criteria must be met. See TEGL for criteria.

NOTE: Under the 2002 and 2009 amendments, the State is not able to implement these same consequences if the customer fails to meet their benchmarks. However, establishing the benchmarks and completing case management every 30 days is still required in order to ensure timely and successful completion of the approved training program.

training program.

2. There are two benchmarks that are required under the Federal regulations:
 - A) Maintaining satisfactory academic standing (not on probation or determined to be at risk by the instructor or training institution, and
 - B) On schedule to complete training within the timeframe identified in the approved training plan.
3. Benchmarks must be included in all but short-term training plan.
4. Comp. Assessment/IEP – The training benchmarks must be described in the worker's Individual Employment Plan.
5. Consequences for TAAEA 2011 participants if they are not meeting benchmarks – See NOTE
 - A) The first time that a participant fails to meet the benchmark, they are to be given a warning
 - B) The second time they fail to meet a benchmark, they are given the option of continuing with their approved training plan or amending their current training plan. If they chose to continue with their approved training plan, then they will forfeit their rights to Completion TRA. If they chose to amend training plan, they still have the opportunity to claim Completion TRA, providing that future benchmarks are met.
6. NKWIA can establish additional benchmarks which could be individualized.

Examples of Additional Benchmarks:

- The participant is required to provide a class schedule after registration.
- The participant is required to provide proof that they are attending tutoring sessions.

- The participant is required to report to their appointments on time.
- The participant is required to provide a draft of a resume.

Service	WAIVER
	<ol style="list-style-type: none"> 1. In the event the Trade participant has not secured employment or been enrolled into an approved training program, OET should issue a waiver within the 26th week. OET will consult with WIA on when the next training session starts for a review of employment and/or training opportunities with the customer. 2. OET will attach Waiver in Service module of EKOS and insert related dates; 3. OET will continue to review Waiver eligibility until such time as the participant becomes employed, training enrollment notification is received from LWIA or the issuance reasoning is no longer valid. At such times, the waiver shall be revoked.

Service	REFERRAL PROCESS TO WIA:
<p>Helpful Hints –</p> <p>Assess & document suitability for training.</p> <p>Add to the IEP to identify employment goals & objectives and appropriate training needed to achieve those goals & objectives including the 6 criteria for suitability of training.</p> <p>Individual career counseling, including job search & placement counseling.</p> <p>Information & skills</p>	<ol style="list-style-type: none"> 1) EKOS screens including Comp Assessment/IEP completed and updated showing inability for reemployment with current skill sets; 2) Relevant Job Searches are documented in EKOS in case notes; 3) Activities for case management, IEP and Reemployment services completed; 4) Local OET trade staff emails WIA Counselors in the appropriate Career Center the name of the participant being referred. 5) WIA counselor will review EKOS and receive copies of required documents; IE – copies of driver's license, DD214, Social Security card, etc.; 6) WIA Counselor will contact trade participant. <p>Note: A formal referral to WIA is not required for WIA to provide core</p>

requirements relating to local occupations that are in demand & earnings potential of such occupations.

services.

6 Criteria:

1. Suitable employment is not available
2. He/She will benefit from appropriate training
3. A reasonable expectation for employment following training exists.

4. Training is reasonably available.

5. The worker is qualified to undertake and complete this training.

6. This training is suitable and available at a reasonable cost.

Service

OUT-OF-AREA JOB SEARCH ASSISTANCE and/or RELOCATION ASSISTANCE

1. TAAEA – 2011 Job search allowances and/or Relocation assistance are no longer entitlements for workers who meet the eligibility requirements; However, Kentucky offers job search allowances and/or relocation assistance as a benefit for workers.
2. Trade participants may be eligible for Out-of-Area Job Search Assistance if the job opportunity is beyond 50 miles from their residence. Documentation is required via mapquest.com – physical address is documented by a utility bill. Documentation shall be attached to submitted request;
3. No activity for which reimbursement is being requested can be incurred prior to both the pre-approval by the **LWIA** Approval staff and final approval by the **OET** Approval Staff;
4. An initial request from a Trade participant may be presented to either **OET** or **LWIA** as follows:
 - Not in Training or Not Co-enrolled – Participants seeking Out-of-Area Job Search or Relocation Assistance must be co-enrolled prior to obligation of WIA/TAA funds. **OET** will complete the applicable form(s) and provide to WIA Career Counselor for review and initiation of WIA eligibility process. Pre-approval by **LWIA** Approval staff is required;

- Enrolled in Training (or completed training) – **LWIA** staff will complete the necessary form(s) and submit to **LWIA** Approval staff for review and pre-approval of request;
- 5. Once pre-approval is determined, **LWIA** Approval staff will notify **OET** Approval staff via e-mail of the TAA-858b to obtain final approval. **LWIA** staff will notify customer regarding final approval;
- 6. **LWIA** staff will complete a WIA budget following the LWIA internal budget process;
- 7. Receipts for reimbursement must be presented by the participant to the **LWIA** as described within the TAA Handbook;
- 8. Required receipts/documents will be forwarded to the designated **LWIA** staff for reimbursement according to **LWIA** internal payment procedures;
- 9. **LWIA** staff is responsible for entering service in **EKOS** and attaching related funding.

Service	TRAINING REQUEST
<p>Helpful Hints - Participant can have 1 training program.</p> <p>Amended training plans must go through the entire approval process, regardless of when the original training plan was approved. Review page 37 of trade guide for further details.</p>	<ol style="list-style-type: none"> 1. If the Trade participant is requesting training, OET will refer participant to the LWIA who shall assist participant in completing the TAA-858 form to request training; 2. LWIA will evaluate the 6 criteria of training with the participant. If criteria are <u>not</u> met, document on TAA-858 and in EKOS. 3. LWIA staff will forward TAA-858 to LWIA Approval staff. LWIA Approval staff will review denial and document in EKOS. TAA-858b will be forwarded electronically to the OET Approval staff. 4. If continued denial, the participant will be referred back to OET for case management.

5. TAA-858 form shall be placed in the participant's **OET** and **LWIA** hard copy file and a copy provided to the participant;
6. If criteria for training are met, **LWIA** will continue to conduct a training assessment on the participant.

Service**TRAINING ASSESSMENT**

Helpful Hint –
Comp Assessment
Module - Do not
make any changes
to, or delete,
information in the
free-text fields
entered by another
staff. You may
update by adding
current information.
Begin each entry by
posting your initials
and date of entry.

2009 amendment -
No training can be
approved if
participant cannot
complete within 130
weeks.

2011 amendment -
No training can be
approved if
participant cannot
complete within 117
weeks. Completion
TRA an additional
13 weeks for a total
of 130 weeks (if
Benchmarks are
met).

1. **LWIA** shall conduct a full assessment to determine likely success in requested training program;
2. **LWIA** Assessment may add COMPASS, to previous assessment or other assessment tool as required by the related industry and/or training institution. If these assessment tools were utilized by **OET**, these scores can be used. Participants must score according to training provider policy;
3. 80%Wage replacement is to be identified in regards to training program and discussed with participant.
4. **LWIA** shall **update** information in **EKOS** – Comp Assessment module; including justification of the required 6 training criteria.

Helpful Hint: In approving training- WIA must consider cost, suitability for the worker, quality & results.

Helpful Hint: Training may be approved for a period longer than the worker's period of eligibility for TRA if worker demonstrates a financial ability to complete the training after the expiration of eligibility. Reference page 33 of trade guide.

Service**CRITERIA REVIEW**

1. If the assessment supports the need for training, the **NKWIA** will complete and document in **EKOS** and forward to designated **NKWIA** Approval staff for pre-approval of training;
2. Once the request is received, **NKWIA** Approval staff will review

EKOS for accuracy. The WIA Approval staff will confer with the Regional Trade Facilitator on any revisions.

Helpful Hints – Full time training is defined by the training institution.

Part time training – workers are not eligible for TRA.

Break in training-exceeds 30 days, additional TRA will be suspended until training resumes - a total of 13 weeks without losing any additional TRA.

Helpful Hints - Remedial and/or Prerequisite Training-Cannot be approved if it is not in conjunction with an occupational training. Please see TAAEA changes for Remedial and/or Prerequisite Training.

Satisfactory Progress in Training – Reasons for removal from training are: Failure to begin training and Failure to attend training.

Service	PRE-APPROVAL/DENIAL & NOTIFICATION
<p>Helpful Hints –</p> <p>Preapproval for Remedial and/or pre-requisites;</p> <p>Enrolled in training 26 weeks after certification or layoff, whichever is later;</p>	<ol style="list-style-type: none"> 1. Designated LWIA Approval staff will issue a determination (approval or denial); Designated LWIA staff will enter determination in EKOS; 2. Determination will be issued to OET via electronic Form TAA-858B.

Service	FINAL APPROVAL/DENIAL
<p>Amended training plans must go through the entire approval process, regardless of when the original training plan was approved. Review page 37 of trade guide for further details.</p>	<ol style="list-style-type: none"> 1. Once training notification is received from LWIA, designated OET Approval staff will review and enter final approval/denial in EKOS Training Custom Tab; 2. Designated OET Approval staff will enter comment in EKOS reflecting final approval or denial; 3. If training is approved, LWIA will notify participant of training approval; 4. If training is denied, OET Approval staff forwards information to State Trade Coordinator; 5. State Trade Coordinator will issue notification of training denial to the participant. 6. Participant has right to appeal the decision.

Service	SUBSISTENCE or TRANSPORTATION
<p>Helpful Hints – Mapquest Website – http://www.mapquest.com</p> <p>Federal POV Mileage Reimbursement</p>	<ol style="list-style-type: none"> 1. Trade participants in training may be eligible for subsistence or transportation payments while enrolled in an eligible training program. A participant cannot receive both; 2. LWIA determines eligibility for payments based on requirements as listed in the TAA Handbook;

Rates/Per Diem
Rates
<http://www.gsa.gov>

**Example of
calculation:**

Per Diem Rate:
Lodging - .77
Meals & Inc. Exp. -
.46
.77 + .46 = \$1.23
X 2 (round trip) =
\$61.50

Mileage
Reimbursement Rate:
51 miles X 2 (round
trip) = 102 X .51 =
\$52.02

****Participant
receives lesser of
the 2 amounts.**

If the participant's
residence does not
show up on
mapquest.com –
please confer with
the Economic Dept.
Department at the
local ADD office for
use of the GIS
system in order to
document distance
from the worker's
residence to training
site.

3. **LWIA** will attach service to related funding stream in **EKOS**;

4. Approved payments will be processed per the **LWIA** 's identified internal payment process;

5. Commute Area:

- Under Section Total Cost of Training states: If the distance from the worker's residence to training site exceeds 50 miles one way, travel or subsistence costs shall be included in the cost of TAA training. Cost is based on the entire travel distance, not the distance over 50 miles.
- Commute area 50 miles one way from place of residence – use mapquest.com for documentation in case file.
- Commute less than 50 miles – no reimbursement – use mapquest.com for documentation in case file.
- Transportation cost is paid at the federal rate.
- The physical address of the participant must be documented (ex: Utility bill) in order to document via MapQuest. A copy of the utility bill or other appropriate documentation along with MapQuest must be kept in the case file.

Service

TRADE READJUSTMENT ASSISTANCE (TRA)

1. **OET** will assist participants with issues related to TRA benefits and document information as required by the agency's identified service delivery process;
2. **OET** will enter related information in **EKOS**, and KEWES as required.

Service	ATAA/RTAA
	<ol style="list-style-type: none"> 1. OET will assist participants with issues related to ATAA/RTAA benefits and submit information as required by the agency's identified service delivery process; 2. OET will enter related information in EKOS, as required; 3. LWIA shall refer to OET any TAA participants seeking ATAA or RTAA benefits.

Service	HCTC
	<ol style="list-style-type: none"> 1. OET will assist participants with issues related to HCTC benefits and submit information as required by the agency's identified service delivery process; 2. OET will enter related information in EKOS, as required; 3. LWIA shall refer to OET any TAA participants seeking HCTC benefits.

Service	FEDERAL REPORTING AND PERFORMANCE
TAPR – Trade Activity Participant Report	<p>DOL uses information from the TAPR report completed by the state to establish state funding needs and evaluate the effectiveness of state administration of the TAA program under the Trade Act.</p> <p>In order to provide a meaningful data collection on participant activities and outcomes, it is essential that all activities, services, and outcomes are documented in EKOS correctly and in a timely manner.</p>

Service	TAA DATA ELEMENT VALIDATION
	<p>TEGL 22-08 and TEGL 31-09 list's all data elements and allowable source documentation for validating exited customer files. In order to comply with the requirements KY developed a Documentation Requirements Listing document for Trade Monitoring and Data Validation that staff will utilize to prepare for on-site and/or desktop monitoring, and Data Validation of the Trade Program.</p> <p>Documentation in file must also match information entered into EKOS.</p> <p>Upon exit, a single combined file must be available in a Central Records Unit (CRU) for monitoring and data validation purposes.</p> <ol style="list-style-type: none">1. The LWIA will be the Central Records Unit for trade files upon exit.2. The WIA Career Counselor along with OET local trade staff will coordinate forms/information in order to have a complete file for Data Validation Monitoring. The WIA Career Counselor will submit information to the WIA Trade Coordinator.3. OET local trade staff will email the Regional Trade Facilitator of coping forms/information for WIA.